



Southwestern Division 2012 History Report

May, 2013



Brig. Gen. Thomas Kula
Commander

Col. Richard Muraski
Deputy Commander

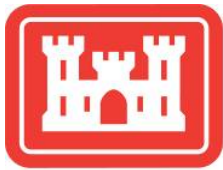
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® **U.S. ARMY CORPS OF ENGINEERS**

**Brigadier General Thomas W. Kula
Commander and Division Engineer
Southwestern Division**



Brigadier General Thomas W. Kula became the Commander and Division Engineer, U.S. Army Engineer Division, Southwestern, July 2, 2010.

The Southwestern Division is a 3,200-person engineering and construction organization, including four district offices located in Little Rock, Ark., Tulsa, Okla., and Fort Worth and Galveston, Texas. The division area covers all or part of seven states, with annual programs totaling \$5.4 billion.

Kula was born in North Chicago, Ill. He was commissioned a Second Lieutenant in the Corps of Engineers and awarded a Bachelor of Science in Civil Engineering upon graduation from the United States Military Academy in 1982. He holds a Master's Degree in Military Arts and Science from the School of Advanced Military Studies, Command and General Staff College.

His previous assignments include Platoon Leader, Battalion S-1, and Company Commander, 78th Engineer Battalion (Corps)(Combat), Ettlingen, Germany; Senior Engineer Observer Controller, Joint Readiness Training Center, Fort Chaffee, Ark; Doctrine Writer and Tactics Instructor, U.S. Army Engineer School and Aide de Camp to the Commanding General, Fort Leonard Wood, Mo; Chief of G-3 Plans, 82nd Airborne Division and Executive Officer, 307th Engineer Battalion (Airborne), Fort Bragg, N.C.; Military Assistant to the Undersecretary of the Army and Program Analyst for Force Structure, Program Analysis and Evaluation Directorate, the Pentagon, Washington D.C.; Commander, 307th Engineer Battalion (Airborne), 82nd Airborne Division, Fort Bragg, N.C.; Engineer Plans Officer, United States Southern Command, Miami, Fla.; Commander, 130th Engineer Brigade, V Corps, Hanau, Germany (OPERATION IRAQI FREEDOM 05-07, IRAQ, September 2005-September 2006); Co-Chair of the TRADOC Improvised Explosive Device (IED) Defeat, Integrated Capabilities Development Team and Chief of Staff, Maneuver Support Center of Excellence, Fort Leonard Wood, Mo.

Kula's military education includes the Engineer Officer Basic Course, Infantry Officer Advanced Course, Combined Arms Service and Staff School (CAS3), Command and General Staff College (CGSC), School of Advanced Military Studies (SAMS), and U.S. Army War College Fellowship at University of Texas.

His awards and decorations include the Legion of Merit (with two oak leaf clusters), the Bronze Star Medal, the Defense Meritorious Service Medal, the Meritorious Service Medal (with five oak leaf clusters), the Army Commendation Medal (with one oak leaf cluster), the Army Achievement Medal (with one oak leaf cluster), the Iraq Campaign Medal, the Global War on Terrorism Service Medal, the Humanitarian Service Medal, the Combat Action Badge, the Ranger Tab, the Sapper Tab, the Master Parachutist Badge, the Pathfinder Badge, the German Parachutist Badge, and the Army Staff Badge.

Kula is married and has three children.

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Corps Roundtable promotes STEM career opportunities, workforce diversity
By Martie Cenkci
Southwestern Division

Leaders and staff from the Southwestern Division, U.S. Army Corps of Engineers, participated in a STEM Roundtable at Dallas' Townview School of Science and Engineering on Sept. 28, discussing one-on-one with students and faculty the importance of Science, Technology, Engineering, and Math. The event, which was entitled "*Serving our Nation through Science, Technology, Engineering and Math*", was held at the Dallas magnet school recently recognized with the Intel's School of Distinction Award for the best high school math program in the country.

The roundtable was organized under the sponsorship of Congresswoman Eddie Bernice Johnson, and the school was selected both for its standing as a *2012 America's Best High Schools* and for its broad diversity among the student body.

It was an opportunity to convey to these students how much the Nation needs them, according to SWD commander Brig. Gen. Thomas W. Kula, as well as the many career options offered by the U.S. Army and the Corps of Engineers.

"This was an incredible opportunity to connect with these gifted young people, who are America's future engineers and scientists," Kula said. "Our Army needs engineers, the Corps needs engineers. These kinds of events promote careers in STEM. And because Townview is primarily composed of minority students, it also helps us promote diversity in our workforce."

After his presentation on the Army Corps of Engineers and career opportunities, Kula joined other SWD staff members for the roundtable discussion with the students. Panelists were Bob Slockbower, SWD Director of Programs; Ken Conley, SWD Environmental Planner; Constance Williams, SWD deputy chief of Civil Works Integration; and Dyron Jolly, deputy chief, SWD Human Resources Division. Each brought a unique background and perspective to their careers with the Corps.

Representing Congresswoman Eddie Bernice Johnson was Lisa Sherrod, Director of Outreach for the Congresswoman.

"I had no idea that the Army Corps of Engineers did so much," Sherrod said. "It was very enlightening to learn about the Corps and all the possibilities it offers for these young people. Coincidentally, the Congresswoman received the STEM Champion Award a few days prior in Washington D.C. for serving as an innovative leader and advocate for increasing diversity in the STEM fields."

SWD plans to continue its relationship with Townview School of Science and Engineering, as well as reach out to other schools in the Dallas area.



Southwestern Division FY 12 Snapshot

Great People + Great Partners:
Providing Value to Warfighters, Communities and our Nation

The Southwestern Division is committed to transforming our Civil Works & Military Programs business processes to best meet the needs of the Nation and Stakeholders. Our partnerships are the key to success.

This Snapshot provides just a few examples of what we were able to accomplish by partnering with you.

Mission Areas

Civil Works

- Executed \$540 million in the Investigations, Construction, Operation and Maintenance, Flood Control and Coastal Emergency Accounts
- Awarded 108 contract actions for a total obligation of more than \$250 million
- Awarded the construction contract for Cell A, Dallas Floodway Extension project
- Held the Feasibility Scoping Meeting for the Dallas Floodway Feasibility Study
- Received approval of the draft Freeport Harbor Feasibility Report from the USACE Civil Works Review Board
- Awarded contracts in the amount of \$44 million for repair of project from the 2011 Storm Damages

Top Civil Works Projects

SWF: Trinity River (Dallas)
SWG: Addicks & Barker Dam Safety Assurance Project
SWL: Clearwater Dam Major Rehabilitation
SWT: Canton Dam Safety Assurance Project

Planning

- Water Management & Reallocation Studies Planning Center of Expertise (PCX) managed national audit of water withdrawals from all Corps reservoirs to study use & pricing
- SWD has 2 of the 5 Pilot Studies in the Corps - Jordan Creek, Springfield, Mo., & Westside Creeks, San Antonio
- Galveston District rescoped Sabine Pass to Galveston Bay Investigations Study to fit Civil Works Transformation 3x3x3 rule (3 years, \$3 million, 3 levels of coordination)
- Galveston District successfully completed the Civil Works Review Board for Freeport Harbor Channel Improvement Project to assist Port of Freeport develop their port of the future

Engineering & Construction

- Established Regional Center of Expertise for Energy & Sustainability in Fort Worth District
- Obtained approval to establish Regional Vertical Design Center
- Provided construction management oversight on two mega projects, the Fort Hood and Fort Bliss hospital projects
- SWD Water Management team proactively engaged during the 2012 drought event, in collaboration other Divisions and Headquarters USACE

Regulatory

- Exceeded all 8 National Program performance measure targets
- Completed permit decisions increased by 23%
- Over 93% of all permit actions were authorized by general permits

Military Programs, Environmental & Interagency & International Services

Military Construction Program

- Awarded 36 military construction projects with a combined programmed amount of more than \$694 million
- Obligated \$81 million for the Air Force Sustainable Infrastructure Assessment project to provide real property inventory validation, energy audits, and facility condition assessments for 59 stateside and 10 overseas Air Force bases
- Completed 190 site visits, assessed over 7,700 Real Property Assets and over 85 million square feet of facilities for the Defense Logistics Agency Real Property and Asset Management Program

Environmental

- Successfully executed more than \$165 million in environmental compliance, remediation and restoration work for the Department of Defense, the Environmental Protection Agency and the Department of Homeland Security

International & Interagency Support

- Successfully executed more than \$225 million in projects for the Department of Homeland Security, the Department of Energy, and Veterans Affairs

Real Estate

- Purchased 13,368 acres of land—at more than \$23 million-- for Fort Polk training area
- Recorded 1,928 real estate transactions, highest among the Divisions, 32% of all USACE real estate transactions
- Managed 17,857 active Outgrant contracts, most among the Divisions, 29% of all USACE Outgrants, for total annualized rent \$6.4 million
- Real property inventory & reconciliation of 16,430 individual real property assets from all programs; 25% of the total USACE asset count at total cost of assets \$3.47 billion
- Directed Lease Program at Ft. Bliss provided 494 units totaling \$1.8 million in lease cost for housing for Army families

Recreation

Facilities

- 1,495 recreation areas
- 6,409 picnic sites
- 26,017 camping sites
- 356 playgrounds
- 235 swimming areas
- 822 trail miles
- 84 fishing docks
- 1,039 boat ramps
- 162 marinas
- 31,938 marina slips

Visits (person-trips)

- More than 75 million
- 9,446,836 picnickers
- 1,185,839 campers
- 11,560,687 swimmers
- 3,099,726 water skiers
- 14,330,607 boaters
- 24,071,146 sightseers
- 20,097,446 fishermen
- 1,698,249 hunters
- 16,283,861 other

More than 75 million visits per year resulted in:

- \$1.6 billion in visitor spending within 30 miles of the Corps lakes
- 64% of the spending was captured by local economy as direct sales effects

Other Areas

People

- Science, Technology, Engineering and Math (STEM) events doubled across the Region in Fiscal Year 12
- New hires to the SWD Region totaled 391
- Region-wide Mentorship Program participation almost quadrupled in Fiscal Year 12
- 172 Leadership Development Program participants in FY12.
- Supported Wounded Warriors to include their contributing during medical transition from active duty

Small Business

- Met all goals except Women-owned Small Business and Historically Black Colleges and Universities/Minority Institutions
- First in Corps of Engineers for Small, Disadvantaged Business with \$647,794,620
- Second in Corps of Engineers for Historically Underutilized Business Zone with \$312,845,960
- Third in Corps of Engineers for Small Business with \$945,769,117

Safety

- Lost time government accident decreased nearly 20% from three year average rate with over 6.6 million hours of exposure
- Public Accidents decreased by 14% from three year average rate
- Awarded 2011 Chief of Engineers Safety Award of Excellence

Emergency Operations

- 11 disaster declarations for severe weather, winter storms, tornadoes, and wildfires occurred within our Civil Works boundary
- 36 SWD team members deployed to various AORs in support of Hurricane Isaac
- 2 Survey Boats deployed in support of Hurricane Isaac
- 6000 sandbags were provided in support of Hurricane Isaac
- 84 team members deployed in support of overseas contingency operations
- Two Forward Engineer Support Teams deployed (Iraq & Afghanistan)

Winners

- Chief of Engineers Safe Performance Award of Excellence (Division Category): Southwestern Division, Dallas, Texas, for demonstrated excellence in planning and managing comprehensive safety and occupational health programs
- Chief of Engineers Safe Performance Award of Honor (District Category): Little Rock District, Little Rock, Ark., for demonstrated excellence in planning and managing comprehensive safety and occupational health programs
- Corps of Engineers Project Manager of the Year: Viet Nguyen, Fort Worth District, Fort Worth, Texas, for outstanding contributions through professional excellence, achievement, and superior performance in program management
- Corps of Engineers Landscape Architect of the Year: Dr. Rumanda K. Young, RLA, Fort Worth District, Fort Worth, Texas, for outstanding contributions by a creative and dedicated registered professional
- National Contracting Organization Leadership Award: Mr. Brian Brobson, Tulsa District, Tulsa, Okla., for the ability to foster synergies internally and externally resulting in more efficient and effective business practices
- Corps of Engineers Ronald J. Ruffennach Communicator of the Year: Ms. Kristine Brown, Galveston District, Galveston, Texas, for outstanding contributions in communicating the Corps story

The Road Ahead: Our SWD Azimuth for FY 13

Fiscal Year 2013 presents us with a unique opportunity to reconnect with our core constituency, the American people. Though this Fiscal Year ushers in a new era of decreased funding cycles and challenges, it also brings with it the opportunity to tell and show our neighbors, our communities and our Nation how the Corps of Engineers touches their lives every day. Whether through a lake or a levee, a port or a hydropower plant, the Corps is and always has been an integral part of this great Nation. We owe it to those who come after us to carry on that great tradition.

By transforming our Civil Works and Military missions, we will ensure that we resource the programs that not only provides unending and tangible value to our Nation but also serve as the Corps story that Americans can most identify with. As we position the Civil Works and Military mission transformations at the forefront of all we do, we can resource with the right talent and help deliver our programs more quickly and efficiently--a "must do" if we are to continue to be relevant to our sponsors and to our biggest stakeholder, the American people.

Areas that will receive increased emphasis in FY 13 are water supply, the McClellan-Kerr Arkansas River Navigation System, and the Texas Gulf Coast. We will work closely with our partners throughout the Southwestern Division region as we develop and implement strategies for sustainable regional systems/watersheds.



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NEWS RELEASE

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For immediate release

Military Integration Division welcomes new chief



Brian S. Kamisato took the reins as Chief, Military Integration Division in the Programs Directorate for the Southwestern Division in October. As the chief, Kamisato is responsible for the execution for the Military, Environmental, and Interagency and International Services (IIS) programs in the Division. He also recently served in Kabul, Afghanistan, from April to September 2009 as the Deputy Chief, Programs & Project Management Division, for the Afghanistan Engineer District.

Prior to his assignment with the Southwestern Division, Kamisato served as the Deputy Chief, Business Technical Division for the Northwestern Division from 2007-2011. From 2002- 2007, he served in various Program Manager positions for the Military Integration Division, Pacific Ocean Division. During this assignment, Kamisato managed Military Construction (MILCON) programs for the Army and Defense Logistics Agency. He also managed the POD Environmental

and IIS programs, and served as a District Support Team leader for the Alaska District. He led the P2 implementation for POD and has served on several national tiger team initiatives, including the MILCON Transformation Business Processes team and the P2 Improvement team. Mr. Kamisato also served overseas in the Japan Engineer District and for 10 years in the Directorate of Public Works, U.S. Army Garrison, Hawaii.

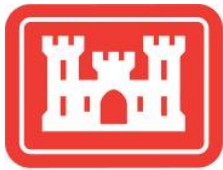
Kamisato earned his Bachelor of Science degree in Electrical Engineering from the University of Hawaii at Manoa in 1986. He is a registered professional engineer in the State of Hawaii and holds his Project Management Professional certification from the Project Management Institute.

U.S. ARMY CORPS OF ENGINEERS – SOUTHWESTERN DIVISION

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**Colonel Charles H. Klinge, Jr.
Commander
Fort Worth District**



Colonel Charles H. Klinge, Jr., assumed command of the U.S. Army Corps of Engineers, Fort Worth District, on June 27, 2012.

He was born at Lackland Air Force Base in San Antonio, Texas and was raised in Northern Virginia and Crofton, Maryland. He is a 1988 graduate of the United States Military Academy and a graduate of the U.S. Army Ranger and Jumpmaster Schools. He holds a Master of Science Degree in Civil Engineering from Purdue University and is a Professional Engineer licensed in the state of Hawaii.

Colonel Klinge began his military career with the 307th Engineer Battalion, 82nd Airborne Division, serving as platoon leader and company executive officer during Operation Just Cause and Operation Desert Shield/Desert Storm. After completing the Engineer Officer Advanced Course, Colonel Klinge joined the Engineer Brigade staff of the 3rd Infantry Division in Wurzburg, Germany and later served as the Assistant Brigade Engineer in Schweinfurt. He commanded Alpha Company, 10th Engineer Battalion, later reflagged as the 9th Engineer Battalion, 1st Infantry Division, to include Operation Joint Endeavor in Bosnia.

Since August 30, 2010 Col. Klinge was the Deputy Commander of the Southwestern Division, Dallas. Other USACE experience includes his first assignment with USACE with the Los Angeles District from 1999-2002 where he served as Chief of Real Estate, Project Engineer and Project Manager, and Chief of Military Programs.

From 2002-2005, Colonel Klinge served as the Executive Officer of the 8th Engineer Battalion, 1st Cavalry Division and as Commander of the Baghdad Area Office in the Central District, Gulf Region Division during Operation Iraqi Freedom. He also served as the Deputy Commander for the New York District from 2005-2006. He also commanded the Honolulu District from July 2006 until his assignment as the Deputy Brigade Commander of the 130th Engineer Brigade, Schofield Barracks, Hawaii from August 2008 until August 2010.

His awards and decorations include the Bronze Star Medal (2 OLC), Meritorious Service Medal (4 OLC), Army Commendation Medal (2 OLC), and the Armed Forces Expeditionary Medal (with Arrowhead Device).

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NEWS RELEASE

U.S. ARMY CORPS OF ENGINEERS

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For Immediate Release:
Aug. 24, 2011

Contact:
swdpao@usace.army.mil

New Ops Chief arrives at SWD

Andrea Murdock-McDaniel recently took the reins as the Chief of Operations and Regulatory for the Southwestern Division, U.S. Army Corps of Engineers. As the Chief, she oversees the regulatory, navigation, hydropower, flood risk management, recreation, environmental stewardship, and water supply missions for the Southwestern Division. The Division's area of responsibility covers some 2.3 million acres of public land and water, with an annual program totaling nearly \$5.3 billion. It includes two major waterways, a 400-mile portion of the Gulf Intracoastal Waterway and the 422-mile MKARNS, and operates and maintains 18 hydropower plants and 90 lakes with the accompanying recreation and flood risk management missions.



Murdock-McDaniel has served in a variety of assignments within the Corps since beginning her career in 1988 as a park ranger in St. Louis District Natural Resource Management Branch. Subsequent positions include: Park Ranger at the Carlyle Lake Project Office, 1989-1994; Assistant Operations Manager for Rend Lake Project Office, 1994-2000; Operations Project Manager for Lake Shelbyville, 2000-2006; Deputy Chief of Operations for Little Rock District, 2006-2008. Prior to accepting the Chief of Operations and Regulatory position, she served as the Chief of Operations for the Little Rock District.

The Texas native holds a Bachelor of Science degree in Wildlife Biology from Texas State University and a Master of Science in Geography and Environmental Resources from Southern Illinois University, Carbondale, Ill. Ms. Murdock-McDaniel is certified by the National Wildlife Society as a Wildlife Biologist.

U.S. ARMY CORPS OF ENGINEERS – SOUTHWESTERN DIVISION

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Southwestern Division

“Pacesetters”



US Army Corps of Engineers
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Corps of Engineers Footprint



Europe District

9 Divisions

Northwestern
South Pacific
Southwestern
North Atlantic
South Atlantic
Pacific Ocean
Great Lakes
Mississippi Valley
Transatlantic

45 Districts



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Southwestern Division Leadership Team



Brigadier General Thomas W. Kula
SWD Commander



Colonel Richard J. Muraski
SWD Deputy Commander



Mr. Robert E. Slockbower, SES
Director of Programs



Mr. Pete Perez
Acting Director, Regional Business



Colonel Charles H. Klinge
Fort Worth District Commander



Colonel Christopher Sallase
Galveston District Commander



Colonel Glen A. Masset
Little Rock District Commander



Colonel Michael Teague
Tulsa District Commander



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Southwestern Division Footprint



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Southwestern Division

Major Mission Areas

Civil Works



Military Programs



International &
Interagency Service



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Civil Works Mission Areas

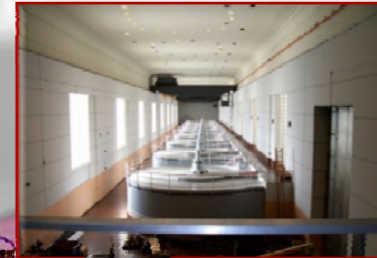
Little Rock District's MV Ted Cook positions the Crane Barge Mike Hendricks at Dam 2 during the flood of 2011

Navigation (Inland)
2 major waterways
(GIWW and MKARNS)

- Water Supply**
- 8.4 million acre-feet of water storage
 - Water control contracts = water for 1.8 million households



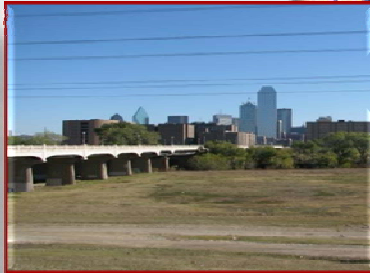
Sardis Dam, Oklahoma



Bull Shoals Powerhouse, Arkansas

- Hydroelectric Power**
- 18 power plants in 6 states produce 6.7 billion kw hours
 - 87% of regional capacity, second in the Corps

- Flood Damage Reduction**
- 74 flood damage reduction lakes/reservoirs
 - 33.22M acre-feet of flood storage
 - 760 miles of local flood protection projects
 - \$85 B in cumulative flood damage prevention



Dallas Floodway

- Regulatory (work in waters & wetlands)**
- Over 5000 permit decisions annually
 - Protection of waters & wetlands
- Regulators examine soils on a wetland delineation field visit.



- Recreation**
- 20 percent of the Corps' total recreation projects located within the regional boundary
 - 83 million visitors at 90 operating projects located in five states

Moonshine Beach, Table Rock Lake, Mo.



Houston Ship Channel

- Navigation (Ports and Channels)**
- 4 of the Nation's "Top Ten" ports
 - 32 channels (15 deep draft, 17 shallow draft)
 - More than 500 M tons of commerce annually



BUILDING STRONG®

Military Missions

- Engineering •Construction •Installation Support
- Environmental management services for the Army & Air Force

**9 Major Army Posts
9 Major Air Force Bases
Almost 1/3 of Nation's
Military Activities**

Fort Bliss 1st Brigade
Combat Team headquarters



IMCOM Headquarters
San Antonio



Fort Sill Air Defense
Artillery School

Little Rock AFB
University Center



Future Fort Hood Hospital



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International & Interagency Services



Nogales, Ariz., Border
Fence Replacement



Eagle Pass, Texas, Border
Fence Construction



Ajo, Ariz., Border Patrol
Station Construction



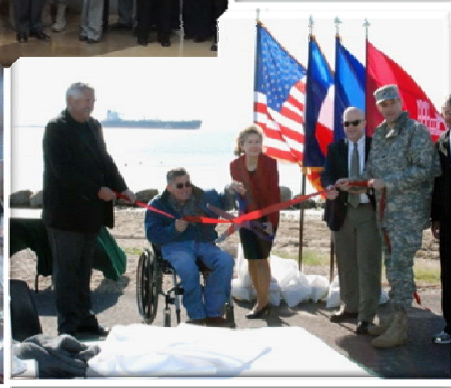
Pittsburg, N.H. Land
Point of Entry



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Taking us from Good to Great!

Great Partners!



Great People!



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DALLAS—The Southwestern Division, U.S. Army Corps of Engineers, has named Mr. Pete G. Perez as the Acting Director of the Regional Business Directorate at the Division headquarters here beginning Sept. 9 . Perez will manage the operations of the Regional Business Center and oversee three divisions: the Business Technical Division, Business Management Division, and Business Resources Division. He will be the lead liaison on efforts between regional boards and functional boards synchronizing activities with a particular focus on regional issues.

“We are very pleased to have Pete Perez join our regional leadership team,” said Brig. Gen. Thomas W. Kula, SWD commander. “In addition to his Corps experience stateside and overseas, Perez brings a great perspective of the Texas Coast and the significant value to our Nation that the Corps and the Texas port team brings. He also supported our warfighters while deployed to Afghanistan. He brings much talent and expertise to our region.”

Prior to his appointment to this position, Perez served as the Deputy District Engineer for Programs and Project Management for the U.S. Army Corps of Engineers Galveston District, which he assumed July 2011. Perez previously served as the chief of the USACE Galveston District’s Engineering and Construction Division. While chief, Perez served an eight-month tour in Afghanistan Engineer District-South.

“I am looking forward to leading the Regional Business Directorate, “ Perez said. “Its people and activities have a great reputation, and I know that we will play a big part in helping SWD develop our way ahead, as well as resolve issues having a regional impact.”

Perez was also the former chief of Construction Operations at the Alaska District and was an engineer in the USACE Far East District in Korea. He began his career with the Corps as a project engineer in the Fort Worth District’s San Antonio Area Office.

A registered professional engineer in the State of Texas, Perez earned a Bachelor of Science in civil engineering in 1985 from Texas A&M University, a Master of Science in 1997 from the University of Texas at San Antonio in Environmental Management, and is Defense Acquisition Workforce Improvement Act Level II certified. He is also Facilities Engineering Level III certified.

In 2002, Perez was recognized with the Hispanic Engineer National Achievement Award, earned a 2002 Professional Achievement Award from Hispanic Engineer National Achievement Awards Conference, received a Department of the Army Superior Civilian Award in 2008 and 2010, and earned the prestigious Bronze de Fleury Medal in 2008.

Slockbower named SWD Director of Programs

DALLAS—Robert E. Slockbower has been selected to become the Director of Programs for the Southwestern Division, U.S. Army Corps of Engineers, according to Corps officials. In this position, he will be responsible for the development and execution of Civil Works, Military, Hazardous, Toxic and Radiological Waste, and Support for Others Programs within the Division. He provides leadership and supervision for the SWD Programs Directorate and has staff oversight for programs, planning, and project management activities in the division's four district offices.

Slockbower, a member of the Senior Executive Service, returns to the Southwestern Division after an assignment at Headquarters, U.S. Army Corps of Engineers, Washington, D.C., where he was the Director of Military Programs from January 2010 to September 2012.

"We are very fortunate to have Mr. Bob Slockbower return to our regional leadership team," said Brig. Gen. Thomas W. Kula, SWD commander. "His wealth of experience in the Army Corps of Engineers—in addition to his previous stint in SWD--makes him a valued asset to our Division as we carry out our work to provide value to our Nation and to our warfighters. We are looking forward to his expertise and leadership."

Slockbower's first assignment as a member of the Senior Executive Service was in April 2003 as the Director, Military and Technical Directorate, for SWD. In October 2004, he assumed the position of Director, Regional Business. Additionally, from April 2004 through January 2005, he was deployed for Operation Iraqi Freedom in successive positions as Director of Construction and Director of Programs for the Project and Contracting Office (PCO) in support of Iraq reconstruction. Following these positions, he returned to Iraq to serve as the Deputy Director for PCO from April through September 2005.

Slockbower, who also completed 28 years of service in the U.S. Army, looks forward to his return to SWD:

"I'm very pleased to be returning to the Southwestern Division," he said. "It's an organization with a great reputation for providing outstanding engineering services to our nation and to America's warfighters, and I'm proud to be part of it!"

Slockbower was commissioned into the U.S. Army Corps of Engineers in May 1975 with a Bachelors degree in Civil Engineering from Lehigh University.

He has held numerous command and staff assignments in both the United States and overseas. These include Director of Public Works, Fort Campbell, Ky.; Commander, U.S. Army Corps of Engineers Louisville District; Gulf Regional Engineer, Transatlantic Programs Center; Commander, Chicago District; Deputy Commander, Great Lakes Division; Chief, Real Estate Division and Deputy Chief, Projects Branch, New Orleans District; Deputy Director of Public Works in the NATO command, Allied Land Forces Southeastern Europe, Izmir Turkey; Operations Officer, 52nd Engineer Battalion (Combat Heavy), Fort Carson, Colo.; Project Engineer, Riyadh District, Saudi Arabia; assistant professor of military science, University of Illinois at Urbana-Champaign; Commander, Company A, 237th Engineer Battalion, Heilbronn, Germany; and various other staff assignments in the United States and Germany.

He holds a Master's degree in Civil Engineering from Lehigh University and is a registered professional engineer in the Commonwealth of Virginia. He is also a graduate of the U.S. Army War College, the Army Command and General Staff College and the Armed Forces Staff College.

Slockbower's decorations include the Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal, Army Commendation Medal, Southwest Asia Service Medal, Presidential Rank Meritorious Senior Executive Award, Exceptional Civilian Service Medal, and Meritorious Civilian Service Medal. He is a native of Pittsburgh, Pa.

Southwestern Division Executive Office

The Southwestern Division Executive Office saw several personnel changes in 2012.

COL Charles H. Klinge, SWD Deputy Commander, departed on June 27, 2012, to become the Commander of the Fort Worth District. Previous commander COL Richard J. Muraski took over as the SWD Deputy Commander.

Also in June, Mr. Frederick Olson took over as the Acting SWD Chief of Staff, replacing Ms Paula Morris, who had held the position for the previous six months to backfill Mr. Alex Skinner. Mr. Skinner had deployed to Afghanistan, and extended his tour for six months, necessitating Mr Olson as the second backfill.

On Feb. 16, Ms Kristi Thornton arrived to be the Executive Office Administrative Assistant as well as the Public Affairs Assistant. She had previously worked for the Department of Veterans Affairs in Mississippi.

On May 11, the Department of Defense released its General Officer Announcements, reporting that BG Thomas W. Kula would be departing SWD to become the director, Joint Engineering Directorate, U.S. Forces-Afghanistan, Operation Enduring Freedom, Afghanistan. However, on June 11, BG Kula sent an email to SWD stating that he would not be deploying due to medical reasons.

The Public Affairs Office published four issues of the Pacesetter Magazine (March, June, September and December) as well as a Fiscal Year 2012 Snapshot. The Public Affairs Office established a PDT to ensure the successful migration of its public website (www.swd.usace.army.mil) and accomplished its mission. The new website went live on August 30.

IMMEDIATE RELEASE No. 372-12
May 11, 2012

General Officer Announcements

The chief of staff, Army announced today the following assignments:

Maj. Gen. Frederick B. Hodges, chief, legislative liaison, Office of the Secretary of the Army, Washington, D.C., to chief of land command, Izmir, Stand Up Team, North Atlantic Treaty Organization, Turkey.

Maj. Gen. Stephen R. Lanza, chief of public affairs, Office of the Secretary of the Army, Washington, D.C., to commanding general, 7th Infantry Division, Joint Base Lewis McChord, Wash.

Brig. Gen. Kenneth R. Dahl, who has been selected for the rank of major general, deputy commanding general (support), 10th Mountain Division (Light), Fort Drum, N.Y., to deputy commanding general-support, U.S. Forces-Afghanistan, Operation Enduring Freedom, Afghanistan.

Brig. Gen. Frederick A. Henry, deputy commanding general, U.S. Army Network Enterprise Technology Command, Fort Huachuca, Ariz., to chief of staff, Defense Information Systems Agency, Fort Meade, Md.

Brig. Gen. Thomas S. James Jr., commandant, U.S. Army Armor School, U.S. Army Maneuver Center of Excellence, Fort Benning, Ga., to deputy commanding general, 1st Cavalry Division, Fort Hood, Texas.

Brig. Gen. Thomas W. Kula, commanding general, U.S. Army Engineer Division, Southwestern, Dallas, Texas, to director, Joint Engineering Directorate, U.S. Forces-Afghanistan, Operation Enduring Freedom, Afghanistan.

Brig. Gen. Gary J. Volesky, deputy commanding general (maneuver), 1st Cavalry Division, Fort Hood, Texas, to chief of public affairs, Office of the Secretary of the Army, Washington, D.C.

Col. Walter E. Piatt, who has been selected for the rank of brigadier general, commandant, U.S. Army Infantry School, U.S. Army Maneuver Center of Excellence, Fort

Benning, Ga., to deputy commanding general, 10th Mountain Division (Light), Fort Drum, N.Y.

-----Original Message-----

From: Kula, Thomas BG SWD

Sent: Monday, June 11, 2012 2:05 PM

To: DLL-CESWD-LOCAL; DLL-CESWD-DE; Grubbs, Peggy S SWF; Hathaway, Randy J SWL; Perez, Pete G SWG; Roberts, John SWT; DLL-CESWD-Dist Deputies/Secretaries; Gore, Sandy HQ; Hanson, Stephen J HQ02

Subject: SWD Commander's Status (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: NONE

Pacesetters,

As many of you know, I've had some health issues the last month. I've been able to get the appropriate medical treatment and believe I'm on the road to full recovery. I'm easing back into work this week. Unfortunately, this will prevent me from deploying this summer to USFOR-A for what was announced as my next assignment. While it's not official yet, I will remain another year as Commander, SWD. While I'm disappointed I won't be able to serve with our troops in Afghanistan, I do look forward to another year serving in this great Division and working with you all in pursuit of our goals.

Jeannette and I thank you for your concern, support, and prayers - it made a difference!

Tom Kula

Corps' Southwestern Division honored with multiple awards

Southwestern Division Public Affairs

DALLAS—The Southwestern Division, U.S. Army Corps of Engineers, was recognized with seven national-level awards at the recent Corps of Engineers Strategic Leader Conference in Little Rock. The awards were presented by Lt. Gen. Thomas P. Bostick, commanding general of the U.S. Army Corps of Engineers

- **Chief of Engineers Safe Performance Award of Excellence (Division Category):** Southwestern Division, Dallas, Texas, for demonstrated excellence in planning and managing comprehensive safety and occupational health programs.
- **Chief of Engineers Safe Performance Award of Honor (District Category):** Little Rock District, Little Rock, Ark., for demonstrated excellence in planning and managing comprehensive safety and occupational health programs.
- **Corps of Engineers Project Manager of the Year:** Viet Nguyen, Fort Worth District, Fort Worth, Texas, for outstanding contributions through professional excellence, achievement, and superior performance in program management.
- **Corps of Engineers Landscape Architect of the Year:** Dr. Rumanda K. Young, RLA, Fort Worth District, Fort Worth, Texas, for outstanding contributions by a creative and dedicated registered professional.
- **National Contracting Organization Leadership Award:** Mr. Brian Brobson, Tulsa District, Tulsa, Okla., for the ability to foster synergies internally and externally resulting in more efficient and effective business practices.

Corps of Engineers Ronald J. Ruffennach Communicator of the Year: Ms. Kristine Brown, Galveston District, Galveston, Texas, for outstanding contributions in communicating the Corps story.

Corps' Southwestern Division launches new website

The Southwestern Division, U.S. Army Corps of Engineers, recently launched a newly designed website (www.swd.usace.army.mil) that provides more information in a multimedia, easily navigable format. The result: more news in a more appealing design about the Southwestern Division's projects and programs that bring value to the Nation.

"This new website gives us the ability to highlight some of the vital work being done by the Southwestern Division, our Districts, and our sponsors," said Brig. Gen. Thomas W. Kula, SWD commander. "It is a great way for the public, the news media, and our partners to keep current on our activities and programs."

The site offers such features as a rotating image gallery; updated news releases; a library with Division publications, presentations, fact sheets, and other information; a search engine; and the ability to sign up for RSS feeds. It also has a special section that highlights the Division's relationship with sponsors and partners, as well as distinctive sections on special topics, such as civil works transformation and support for state water planning.

The site, which is part of a project to update all 58 Corps of Engineers websites, utilizes a new cloud-based system that allows the Division to create a consistent look and feel and to deliver a richer end-user experience that makes use of audio, video and other web elements.

"Please visit us online—and we always welcome your feedback to make the site even better," said Kula.

A survey is available on the website itself or by visiting www.surveymonkey.com/s/X3VLD8K.

Business Management Division

2012 Historical Report

During 2012 the Business Management Division (RBM) was busy providing leadership in analyzing, developing and implementing national and regional initiatives and issues which impacted the entire Regional Business Center (RBC). Below is a brief description of the year's highlights and accomplishments for RBM.

Milestones:

- Feb 12 – John Davis promoted to GS-14 due to accretion of duties.
- Feb 12 – Melanie Ellis selected as permanent Regional Outreach Coordinator
- Apr 12 – RBM coordinated and participated in the SWD Leadership Conference in SWDO, Dallas, Texas.
- Apr – Jul 12 – Angel De La Rosa actively participated on the USACE PDT planning USACE's participation to the 2012 HENAAC Conference.
- Mar 12 – Andrew Montez attended EDW Reports meeting at SWL, Little Rock, AR.
- Apr 12 – Andrew Montez attended RBC-I Team meeting at SWG, Galveston, TX.
- Jul 12 – Andrew Montez attended and completed EDW Business Objects Reports Training in Mobile, AL.
- Aug 12 – Tom Hudspeth and Karli Wise coordinated and participated during the 2012 Summer Senior Leaders Conference in Little Rock, AR.
- Sep 12 – Melanie Ellis and Karli Wise participated in the HQUSACE Strategic Planning Workshop to shape the revised Campaign Plan.
- Sep 12 & Nov 12 – Angel De La Rosa assisted in the organization and conducting two USACE STEM Awareness Program Workshops; one in Highlands High School in San Antonio, Texas and one in The Rice Middle School in Houston, Texas.
- Oct 12 – RBM coordinated and organized the SWD Command Week held at Tulsa District Office.

Business Operations:

- Drafted and issued OPORD 2012-01, March 12, on the SWD Command Review Program (CRP), formerly known as the Staff Assistance Visit Program (SAVP). The OPORD provided guidance and process on conducting the CRs.
- Coordinated and conducted SWD Command Review Visit (CRV) to Galveston District, October 12.
- Coordinated and conducted SWD Command Review Visit to Fort Worth District, December 12.
- Coordinated and collaborated with SWD staff and the SWD Quarterly Planning Calendar the Regional Governance meetings schedule. Worked closely with the Deputy Commander and with the Regional staff using cooperation and teamwork to de-conflict calendar issues and re-scheduled meeting dates as the need arose.

- Coordinated and hosted the SWD RCC, RMB and CMR meetings, providing executive direction for the RCC and RMB meetings.
- Conducted regularly scheduled virtual RMB meetings throughout the year. Virtual RMB meetings are held the third Thursday of the month, on months when no face-to-face meetings are held.
- Coordinated and distributed the SWD Schedule of RCC, RMB, PRB, and CMR meetings.
- Coordinated the SWD Command Week hosted by SWT in the Tulsa District Office, on October 12.
- Compiled the quarterly CMR data from the SWD Functionals and pre-briefed the Division Commander prior to every quarter's USACE CMR.
- Updated the Regional Governance and the SAV SharePoint sites, containing all documents related to Regional Governance and the SWD Command Review Program (CRP), to share the information with the Region and with other MSCs.
- Regularly participated in and represented SWD during Business Management Division CoP and Strategic Management CoP teleconferences.

Program Analysis and Evaluation

- Provided expert advice/ counsel in reference to PMBP/RBC regional process/practices.
- Executed extensive workload sharing across each of the Districts within Southwestern Division RBC and with other sister Divisions RBC's with USACE.
- Counseled District POCs on the P2 program which consists of project/program budget and cost control, resource estimating, and risk management.
- Managed and oversaw the advanced project management tools utilized by USACE which include project workload planning, resource leveling, P2, Primavera and OFA.
- Recommended course of action to be taken by districts operating processes, different sources of program and project funding, and how this impacts the work being executed and what flexibility the Corps of Engineers has to modify current practices.
- Analyzed and evaluated the planning, programming and execution from an overall programmatic perspective, the regions accomplishments of assigned missions.
- Continued to support the Civil Works Division by providing OFA/EDW reports, support and Xcelsius Design work.
- Provided EDW Workload/Workforce design and reports to PMP Program Manager.

Quality Management System (QMS)/Process Improvement:

- Led the team back in 2011 to develop what is now the Quality and Performance Improvement Maturity Model. After being adopted as USACE's Maturity Model for deployment of our quality management system, John Davis was assigned as the national lead. This addition in to John's position description led to an accretion of duties and subsequent grade increase of his position to a GS-14 in February 2012. He continued to

work with all MSCs on all aspect of the Maturity Model as well as other current initiatives he is developing and using in SWD.

- When the DAIG report on contracting was submitted with the organizational deficiencies 3 districts had their Contracting Authority suspended, SWD LSSBB John Davis was assigned by HQUSACE to engage with ERDC's Root Cause Analysis. John worked with contracting to identify the root cause to their deficiencies which was instrumental in HQUSACE reestablishing their Contracting Authority. SWD was required to self assess deficiencies per OPORD 2012-54. Worked with PDT to help regionalize the District assessments, this was also instrumental in helping to craft the Commander's presentation to the DCG and DCO and was recognized and received a commander's coin from the Division Commanders. John applied same standards used with ERDC, with Regional PDT to help lead the consolidation of SWD's deficiencies to identify those requiring a formal root cause analysis. Facilitated root cause analysis with Tulsa District for Post Award deficiencies and helped SWF on Pre-Award. Facilitated root cause analysis for SWD Corrective Action Plan to OPORD-54 on the cited deficiencies identified during the DAIG Audit. During the regional PDT, he facilitated the consolidation and regionalized the analysis using industry standard LSS root cause tools. During the CAP brief to the DCG and DCO it was communicated that none of the other MSCs went into the detail with the analysis as well as SWD and that the work done with the analysis was at a "PHD level" above anything else that had been presented
- Modified, vetted, staffed, and published in QMS SWD Quality Management Plan. Developed, staffed and published SWDR 5-1-1 SWD Quality Management Plan. Worked with SWT, SWG, and SWF to develop and publish District Quality Management Plan. Quality rep worked with HQUSACE to develop the enterprise Maturity Model Survey for all 5 levels which was used in FY12 Survey of QMS across all MSCs.
- Currently developing and piloting a system and process to consolidate identified Best Practice/Nonconformance, Material weaknesses, Notable deficiencies to develop Corrective Actions; the system will be called the Integrated Corrective Action System (ICAS). When audits and assessments are conducted for example, Managers' Internal Controls Program, Internal Review, Quality Audits, Functional Reviews, Staff Assistance Visits, and Quality Management and Process Management assessments; these would be recorded into ICAS for project selection by Regional Management Board.

Workforce Development:

- Conducted 3 HCPC meeting in 2012
 - 2 Feb
 - 3 May
 - 6 Sep
- Co-hosted the Women of Color (WOC) Career Fair – 11 Oct 12
- Member of the HQUSACE PDT on reviewing on writing the USACE ER 350-1 Training and Leadership regulation.
- Conducted a Functional Staff Review visits to SWF (Oct 12) and SWG (May 12)
- Attended the CP18 Training Workshop and USACE Training Coordinator's meeting 15-18 April 2012
- Published FY13 SWD Regional Training Guidance April 12

- Attended the Army G-3/5/7 Training Workshop – Aug 12
- Published SWD Policy #32 – Reimbursement of Licenses and Certifications – Dec 12
- Hosted the PROSPECT course Fundamentals of Facilitation and Conflict Resolution Training - Central Course (Jun 12)
- Hosted PCC4 Economic Analysis- May 12
- 22 ACTEDS intern were hired in SWD
- SWD STEM Outreach Coordinator
 - Formal Partnership with Prairie View A&M University
 - Participated in 39 STEM events 2012
 - One formal agreement with K-4th grade school in Fort Worth
 - Hired 23 Wounded Warrior in SWD
 - 14 volunteers for Army's eCYBERMISSION program
- Issued SF182 Training Guidance – Desk Guide (Oct 12)
- Participated in 9 Wounded Warrior events in 2012.

Outreach Coordinator:

- Coordinated the Strategic Customers Matrix
- Drafted the SWD Strategic Customer Relationship Plan (SCRCP).
- Coordinated Strategic Customer Account Plans for key MSC customers.
- Coordinated and hosted Customer Relationship Management training in Little Rock, Ar - March 2012
- Continued to perform the monthly Strategic Customers reporting during the SWD Update.
- Coordinated customer engagement at key MSC and HQs events such as the Command Strategic Review, Regional Leadership Conference and HQs Leadership Conference.

Strategic Planning:

- Participated in biweekly/monthly USACE Campaign Plan and Strategic Management CoP teleconferences as the SWD POC and USACE team member. Regularly participated in and represented SWD during Business Management Division CoP and Strategic Management CoP teleconferences.
- Continued tracking SWD IPLAN progress and prepared quarterly reports/briefing for the Commander to present at the USACE Strategic Command Management Reviews
- Implemented and executed IPLAN / OPLAN tracking via the Strategic Management System
- Facilitated and conducted “working meetings” for each goal with Division and District goal/objective champions to refresh our FY13+ IPLAN
- Coordinated development of the FY13 Regional Priorities
- Facilitated new RLDP Level 3 members participation in the 2012 SWD Leader Conference
- Served as the regional LDP Advisor and effectively communicate the importance of participation in the LDP, kept the curriculum relevant and current, and ensured all participants receive the maximum benefits the program allows.

Mentorship and Leadership Development Programs:

- Regional Mentorship Program: 109 pair participants enrolled
- Regional Leadership Development Program: 174 participants enrolled

MEMORANDUM FOR CESWD-PA

SUBJECT: SWD 2012 Annual Historical Report

Significant accomplishments for Resource Management in CY12 follow:

- a. Provided Resource Management support across the region continuing utilization of regional rate project delivery teams (PDT) to maximize functional involvement by all districts. Each technical overhead rate PDT is led by a district resource manager and a division technical expert. The team is comprised of resource management and technical representatives from each district. This model resulted in exceptional results with the region closing out the fiscal year with a nominal balance of only 0.2% of the region's \$114.6M income generated for overhead expenses.
- b. Directed and supervised successful FY 12 year-end financial close-out including transfers of income between districts to balance regional overhead rates. The income transfer process was also utilized to cross level regional leave account balances at the end of September 2012.
- c. Developed the three-year Operating Budget for FY 13/14/15. HQUSACE continues to constrain funding for full-time equivalent (FTE) labor. Our attempt to over-execute our civil works funded FTEs has been successful. SWD pursued over-hires to establish a track record of requiring more funded FTEs than are currently authorized. This was a strategy that was developed by HQUSACE to document requirements at the USACE 2012 level. This strategy has now changed because of a downturn in workload.
- d. Personnel changes:
 - (1) Retirements: None
 - (2) New Hires: Gene Embry, Brett Ulekowski (Budget Analysts)
 - (3) Deployments: None
 - (4) DA Intern: Brandy Leath.

/s/

BONNIE L. SHEPHERD
Chief, Regional Business Resources

Calendar Year 2012 Regional Historical Report

In 2012, the Civil Works Programs Division team intensified its focus to become more efficient and effective in delivering our program. We collaborated extensively with the PM CoP, our four districts and Headquarters to ensure proper integration of the initial phases of the Civil Works Transformation into our daily operations. This close coordination ensured meeting of the minds on all levels and enabled us to establish the right course for effectively streamlining our business processes. Having experienced diminishing resources over the past several years, balancing and altering our focus on being more "fiscally responsible" is the mainstay in our daily operations and decision-making. With additional constraints placed on our resources in 2012, we were often challenged to find alternative means to reap the most valuable and healthy path forward in funding ongoing operations. In spite of mounting challenges and uncertainties on every level, we were mindful of our mission to remain relevant and responsive to the needs of the Nation and our efforts reaped a measureable level of success. Highlights of our operating performance follows:

(1). Program Performance:

Investigations Account - For FY12, the Southwestern Division had \$11.3M of funds available to execute on studies and design efforts associated with Civil Works water resources projects. Districts executed \$8.2M against a baseline schedule of \$8.5M, with an execution rate of 97%. A description of some of the high priority activities are as follows:

a. As part of the Corps' Civil Works Transformation, the Southwestern Division was selected to conduct two pilot studies under the Planning Modernization Initiative. The Springfield, Jordan Creek, MO (Little Rock District) and Westside Creeks, San Antonio Channel Improvement Project, TX (Fort Worth District) were established as live cases to test new initiatives to streamline the Corps Planning Process.

b. The Galveston District re-scoped the Sabine Pass to the Galveston Bay study to develop a comprehensive coastal protection and restoration plan along the upper Texas Coast. The charette was held in Aug 12, and a schedule was created using the new criteria in the "Planning Smart Guide".

c. The Little Rock District received a request from the non-Federal sponsor on the May Branch Flood Risk Management Project in Fort Smith, AR, to accept sponsor funds. The Division Office concurred with the request to amend the Design Agreement for the project a second time to allow the Sponsor, the City of Fort Smith, AR, to accelerate their cash contribution up to the non-Federal share to complete the Preconstruction Engineering and Design (PED) phase of the project.

d. A current economic update for Lower Colorado River Basin Phase I, TX Onion Creek Watershed was approved on 21 Dec 12.

e. On 21 Sep 12, the Galveston District prepared and submitted an LRR for Corpus Christi Deepening & Barge Shelves during the reporting period for the cost increase for project. The district reviewed economics and determined the project is still authorized. The LRR was forwarded to HQ for review. Once the LRR was approved, the district moved ahead, seeking re-authorization for the construction of the Main Channel and Barge Lanes.

Construction - In FY 12, our Construction Account had \$119.2M available. Funds in the amount of \$33.6M was executed, with a carryover of more than \$76M. In FY 12, our Continuing Authorities Program had \$16.1M available. Of that amount, \$14.6M of \$15M was scheduled, which is 90% of the basic schedule. The carryover amount was \$1.4M.

In collaboration with the SWD Vertical Team, we coordinated and submitted the following work products:

- 1). Bull Shoals PPA
- 2). Bayport 201 MOA
- 3). Fourche Bayou 104 Credit Transmittal Letter
- 4). Johnson Creek FCSA
- 5). Sims Bayou Recreation PPA
- 6). Half Moon Reef PPA

Operations and Maintenance (Including ARRA, FCCE and Supplemental Funds)

a. The O&M program obligated over \$355.8M. This was 95% of funds available in FY12. Through the work plan funding process, SWD secured \$18.6M more funding than what was included in the President's Budget. SWD also secured \$2.8M more funding for emergency repairs and \$2.3M more funding for Sustainability work packages.

b. SWD obligated \$1.5M and \$3.6M in the remaining ARRA I and O&M Programs, respectively, for FY12.

c. The Districts obligated \$1.5M of previously provided O&M supplemental funds.

e. SWD secured \$44.2M in FY12 O&M supplemental funds to repair projects in Galveston, Little Rock and Tulsa Districts that were damaged by flooding in 2011.

f. For the FCCE program, \$2.6M of the \$3.6M available was obligated.

f. In summary, the Regular O&M, Supplemental, ARRA and FCCE Programs obligated over \$405M in FY12. This was 90% of the SWD CW Program for FY12.

(2) Other Significant Achievements:

a. Administered the 2011 Customer Survey. The Southwestern Division completed and made distribution of the Division's evaluation of individual surveys. This action was coordinated with each district's Customer Survey Manager to evaluate feedback from customers' responses. The results reaped a 62.2% response rate with 185 stakeholders and 115 responses. This was the highest response rate received for the survey since its inception.

b. Adrienne Carter, Program Manager, served as the representative on the PM CoP Steering Committee. Adrienne chaired the Student and Educator initiative. Her accomplishments include assisting in development of the USACE webpage and SharePoint site to include availability of Program and Project Management training.

c. In support of the STEM Program, Adrienne Carter delivered a presentation to 5th graders at Colin Powell Elementary School in Grand Prairie, TX. There were 85 students in attendance. The essence of the presentation was to usher in the mindset of young people staying focused and determined to take as much as possible from their academic studies. Students were cautioned that uncertain situations now unfolding in the business world that will become tomorrow's toughest challenges, and they, the future face of America's, will have the burden and duty to solve some of the most unsettling issues of all time.

d. We responded to HQ's 2012 data calls for nominations for the Program Delivery Team (PDT) of the Year Award and the Program (PgM) and Project Manager (PM) of the Year by submitting three nomination for the PDT and one nomination each for the PgM and PM of the Year. The Southwestern Division reaped one winner in this process. Mr. Viet Nguyen, Fort Worth District Military Branch, Program and Project Management Division was selected as the Project Manager of the Year

(3) Personnel Matters:

1) Mike Fallon, Director of Civil and Military Programs, retired in April 2012.

2) Ray Russo, Chief of Civil Programs, served as the interim Director of Programs from April 2012 to August 2012.

3) Elston Eckhardt, Chief of Programs, Fort Worth District, fulfilled a developmental assignment as Chief, Civil Programs from April 2012 to August 2012.

4) Robert (Bob) Slockbower assumed his newly-assigned duties as Director of Civil and Military Programs, effective August 2012. Mr. Slockbower returned to SWD where had previously served as the Regional Business Director after more than 2 years spent at Headquarters where he was the Director of Military Programs.

4) Ted Kerr, Lead Program Manger, transferred to SWD Operations Division, effective 22 April 2012.

5) Charlotte Waldron, Program Analyst, transferred to the Portland Oregon District, effective 22 September 2012. That program analyst position remains vacant to date.

6) Constance Williams transferred from the Fort Worth District to backfill behind Ted Kerr as Lead Program Manager, effective 26 August 2012.

7) Tracye Nelson, Directorate Administrative Assistant, accepted a position with Homeland Security, effective 8 September 2012.

8) Virginia Satarino, Administrative Assistant for Civil Programs retired from service, effective 6 October 2012.

9) Alan Taylor (Army Reservists) who deployed to Afghanistan in October 2012 in support of Enduring Freedom, finished up his tour in December 2011 and returned to his regular duties as the Investigations Accounts Manager in early January 2012.

1. Military Integration Division

a. Personnel Assignments.

(1) Retirements.

(a) Mr. Scott Weber, Chief, Environmental/IIS Branch, retired on 31 Dec 2011 with 33 years of service.

(b) David Reel, Brownfields Program Manager, retired on 30 Apr 2012. From May 2012 through 30 April 2013, Mr. Reel served as a Program Manager as a part-time rehired annuitant.

(c) Mr. Frank McStay, Senior FUDS Program Manager, retired on 30 Sep 2012.

(2) New Hires.

(a) On 23 Oct 2011, Mr. Brian Kamisato was assigned as the Chief, Military Integration Division, replacing Mr. Jerry Penland, who retired on 30 Sep 2011.

(b) Mr. Tony Roberson was reassigned as the Chief, Environmental/IIS Branch effective 1 Jan 2012.

(c) Ms. Janet (Roxanne) Welch was hired as a Brownfields Program Manager on 15 Jan 2012. Ms. Welch backfilled behind Mr. Tony Roberson.

(d) Mr. Alan Taylor served a 60 day detail as a Brownfield Program Manager the in April-May 2012 timeframe. EPA subsequently decided to not fill this position on a permanent basis.

(e) Mr. Jeffrey Watts was selected for a six month assignment as Chief, Military Branch from Aug 2011 through Nov 2012.

(f) Mr. Lynn Ray was detailed to a MILCON Program Manager position for one year, effective 17 Jun 2012.

(3) Deployments.

(a) Mr. Michael Costello, Chief Military Branch, deployed to Afghanistan on 20 May 2012 for a one year tour.

(b) Mr. Larry Leahy, MILCON Program Manager, deployed to Afghanistan on 26 May 2012 for a one year tour.

(4) Developmental Assignment.

- (a) Mr. Adam Crisp, SWD Program Manager, was selected for an 18 month developmental assignment as the Chief, Military/Environmental Branch, Tulsa District.
- (b) Mr. Saleem Mithwani, Sr. Program Manager, served a three week developmental assignment in Aug 2012 at HQUSACE in the Installation Support Division.

b. FY12 MILCON Execution.

(1) The SWD FY12 MILCON Program (FY12 and Prior Year) consisted of 37 projects, with the total Program Amount (PA) of \$694M. Five projects were not awarded by the end of FY12: Ft Bliss Hospital Ph2, Ft Bliss Hospital Ph 3, Ft Polk Land Acquisition (FY12), Ft Polk Fire Station, and TEMF, Ft Sam Houston.

SWD awarded 32 of the 37 CMR reportable projects, resulting in 86% execution for CMR reporting purposes. The program broke down into the following categories, number of projects, and respective PAs.

- Army Program – awarded 23 (\$399M) of 26 projects (\$492M). Two Ft Polk Land Acquisition projects were obligated, acquiring a substantial portion of the overall scope of that land acquisition program (13,368 acres).
- Air Force Program – awarded 5 of 5 projects at \$118M.
- DoD Program – awarded 3 (\$122M) of 5 projects. Two Ft Bliss Hospital increments were deferred awards into 1Q FY13.
- ECIP Programs – One ECIP and three minor MILCON projects were awarded.

(2) Mega Projects. SWD began intensive oversight of two “Mega” projects: Ft Hood Hospital and Ft Bliss Hospital. Principals meetings were conducted, Quality Assurance visits were conducted, and monthly reporting continued throughout the FY.

(3) Support to AF Program. In August 2012, SWD conducted the first Air Force Program Review, where the Air Force Center for Engineering and Environment (AFCEE) met to discuss the SWD AF MILCON program execution and program successes and issues. This bi-annual forum will continue into the future to continue to build a relationship with this key customer.

(4) Support to MEDCOM: The USACE Program Integrator for MEDCOM (Mr. Bruce Murray) continued to pay benefits to both organizations by successfully focusing expectations and delivery of medical MILCON and O&M projects in support of MEDCOM’s Capital Investment Program. The Program Integrator supported the

successful development and execution of a new PROSPECT course on Medical project execution.

(5) Installation Support Program (Non-MILCON). SWD executed \$453.3M in Installation Support (Non-MILCON) in FY12. A breakdown by funding Sub-Activity Group (SAG). The two largest program areas are Base Operations Support and Facilities Sustainment, Restoration & Modernization (FSRM).

Sub Activity Group (SAG)	SAG Description	Sum of Obligations Amt
[-] SAG 000	[+] Defense Work	1,441,995.43
[-] SAG 121	[+] Force Readiness Operations Support	10,751,023.50
[-] SAG 131	[+] Base Operations Support	178,705,382.36
[-] SAG 132	[+] Facilities Sustainment, Restoration, and Modernization	145,100,262.68
[-] SAG 135	[+] Miscellaneous Activities	10,043,182.92
[-] SAG 435	[+] Other Service Support	392,639.86
[-] SAG 437	[+] Other Construction Support	29,951,218.70
[-] SAG 493	[+] Environmental Restoration	47,658,374.46
[-] SAG 700	[+] Reimbursable Construction	52,000.00
[-] SAG MISC	[+] Multiple SAGS	29,182,387.87
Grand Total		453,278,467.78

(6) Support to AFMS (Non-MILCON). The Little Rock District continued to provide support to the Air Force Medical Service (AFMS) Medical Program in FY12. The work is focused on Sustainment, Restoration, and Modernization (SRM) of Air Force Medical facilities throughout the world. Little Rock District also continued to serve as one of three USACE Medical Support Teams, with the capability to support execution of medical projects for all services.

SRM Integrated Design Build Initial Outfitting (iDBIO) Program: \$ 210M

SRM Stand Alone Initial Outfitting (IO) Program: \$ 92M

SRM Emergency Infrastructure Repair (EIR): \$ 50M

(6) Asset Management Programs.

(a) Defense Logistics Agency (DLA). The DLA Asset Management Program began execution through the Fort Worth District. There are two major components to this program: Real Property Assessment and Facility Condition Assessment and the scope of the effort involve all DLA assets throughout the world. During FY12, USACE completed 190 site visits, assessed over 7,700 Real Property Assets and over 85 million square feet of DLA facilities. Also, Fort Worth District conducted Facility Condition Assessment training and continued to build the bench of capabilities across the Corps.

(b) Air Force Sustainable Infrastructure Assessment (SIA). Obligated \$81 million for the Air Force Sustainable Infrastructure Assessment project to provide real property inventory validation, real property installed equipment, space utilization, energy audits, high performance sustainable building checklists, and facility condition assessments for 59 stateside and 10 overseas Air Force bases.

(7) Reachback Support for Transatlantic Division (TAD). In FY12, the Southwestern Division provided reachback support to TAD Districts (North and South). 13 Afghan National Security Forces (ANSF) projects were worked in support of TAD. This support continues into FY13 and is a priority for the region.

c. FY12 Environmental Program Execution. SWD Districts successfully executed more than \$165 million in environmental compliance, remediation and restoration work for the Department of Defense, the Environmental Protection Agency and the Department of Homeland Security. The SPD-SWD Range Support Center partnership continues.

(1) Environmental Quality (EQ). This work is a main environmental program area for SWF and SWT. Work focuses on providing non-restoration environmental support for military installations: i.e., pollution prevention, conservation, and compliance. The program was approximately \$100M for FY12. Districts perform work at most of the installations throughout our Area of Responsibility (AOR) and also several other areas of the country.

(2) Brownfields Program: During FY2012, the USACE Brownfields Team received a total of \$2.4M via EPA-USACE Interagency Agreement's (IA's) for Target Brownfields Assessments (TBA) Program. In all, a total 84 TBA's were completed in FY2012 for SWD/EPA Region 6 by a multi-district PDT. The products and services were provided to assist EPA Region 6's clients and stakeholders with accomplishing their redevelopment and sustainability goals.

d. Interagency and International Services (IIS). In all, SWD obligated \$225M for the non-environmental IIS programs in FY12. As the enterprise program lead for USACE, the Fort Worth District leads the USACE support to the Department of Homeland Security (Customs and Border Protection) on fence projects and border patrol station projects across the country. In addition, the Tulsa District continues to support the Department of Energy (National Nuclear Security Administration) with the construction of a \$66M High Explosive Pressing Facility at the Pantex Plant near Amarillo, TX.

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3. OPERATIONS DIVISION. The Operations Division is responsible for the operation and maintenance of completed projects, embracing Natural Resources and Regulatory functional areas that encompass flood risk management, water supply, navigation, hydropower, recreation, environmental stewardship and regulatory elements. Eight full-time employees staffed the Operations Division in CY 12 due to the retirement of the Water Supply Business Line Manager (BLM). The year was filled with challenges; however excellent team members stepped forward to join Operations, both permanently and on a part time basis as the Hydropower BLM.

1) The four district Regulatory Program offices within the Southwestern Division (SWD) completed 6,400 permit decisions under the authority of Section 404 of the Clean Water Act, Section 10 of the Rivers and Harbors Act of 1899, and Section 103 of the Marine Protection, Research and Sanctuaries Act of 1972 as amended. This is an increase of about 23 percent from the previous year and was accomplished even with a decrease in staff due to budget constraints. This was possible through continued efforts to streamline the permit review process and to expedite permit decisions while still providing protection for the aquatic environment. SWD is located in one of the fastest growth regions of the country, which has resulted in increased construction activity impacting waters of the U.S. In addition, exploration for oil and gas continues to produce large numbers of permit applications for energy related actions. To improve Program efficiency and effectiveness while addressing increased workload and impacts to the aquatic environment, districts utilized regional general permits and pre-application coordination meetings, implemented regional initiatives, and prioritized inspection of permits for compliance as well as enforcement of unpermitted actions. Transparency and consistency in the Program is facilitated by utilizing a lead district in each state for coordination of regional actions. This concept was successfully used for several interdistrict pipelines. The SWD Regulatory Program Board communicates monthly, meets annually and annually develops an action plan to improve the execution and consistency of the Program both locally and regionally. Feedback is encouraged by providing a survey form to applicants, consultants and resource agencies. Responses are evaluated by the districts and utilized to improve Program implementation. Streamlining of the permit evaluation process for transportation, energy and water resource projects continues to be a priority. SWD Regulatory staff worked closely with the Texas Water Development Board (TWDB) to identify ways to assist water resource providers and improve the permit process. A permit process flow chart developed through an interagency effort was provided to TWDB and will be available to the public on its website along with other useful information in the near future. Outreach efforts targeted to improve the transparency of the Program included numerous presentations to various organizations, tribes, and agencies as well as postings on district websites.

Division-wide, 88 Regulatory staff members were on board by the end of 2012. This was a reduction of 6 percent from the previous year. In 2012, three interagency funding agreements were added to the three existing agreements which provide funds under the authority of SAFETEA-LU and WRDA 214, dedicated to permit reviews of transportation and navigation projects. Agreements are now in place in all four districts and provide funding on a reimbursable basis and by augmenting the Program's appropriated funds and staff, enable the districts to

expedite permit decisions. Division-wide the targets for the eight national performance measures were met, which focus on a balanced program with timely decisions, compliance, mitigation, and enforcement.

2) Regulatory Administrative Appeals. The SWD Appeal Review Officer (RO) led or assisted in the development of national and regional policies and initiatives including the Clean Water Act guidance; the Appeals OMBIL (Operations & Maintenance Business Information Link) Regulatory Module (ORM); and white papers for an administrative record checklist, inputting ORM data associated with reconsidered actions, and the potential for multiple appeals associated with one action. SWD received three appeals in 2012 all of which three were associated with approved jurisdictional determinations (AJDs). SWD completed three appeals during 2012 of which one was found to have merit and two were not accepted. The SWD RO also provided assistance to SAD, LRD, MVD, and POD by agreeing to process five appeals for these divisions (four AJDs and one proffered permit). The SWD RO also acted as a mentor to two new ROs in NWD and MVD. Finally, the SWD RO promoted regional and national consistency by providing appeals presentations which included lessons learned to the HQ regulatory leadership development and executive seminars as well as to SWD districts, POA Fairbanks field office, and POA (Anchorage) district office.

3) The Southwestern Division continued to be a leader in Recreation in CY 2012 in visitation, revenues collected and reservations. Our lakes provide quality recreational opportunities, with 20 percent of the Corps' total recreation projects located within our regional boundary. We manage 2,345,431 acres of public lands; 11,652 miles of lake shoreline including 1,172 recreation sites, 1,174 boat ramps, and 28,112 campsites; and our lakes host more than 75 million visits each year. Our facilities provide great camping, hiking and boating opportunities as well as world-class trout and sport fishing. SWD personnel continued to emphasize water safety across the region and share lessons learned. We also aggressively promote water safety programs to raise visitor awareness and make maximum use of cooperative partnerships. We work with volunteer groups to provide many valuable services and to help us provide and maintain quality water-related recreation opportunities for the public.

4) Navigation. With three Districts responsible for the navigation missions, the Southwestern Division continues to maintain almost 1,500 miles of deep and shallow draft channels. The 1,200 miles of inland waterways (Gulf Intracoastal Waterway and McClellan-Kerr-Arkansas River Navigation System) have 21 inland navigation infrastructure as locks and dams or intra-coastal infrastructure as locks or sector gates. Based on the CY 2011 data of the waterborne statistics center, 21 percent of all waterborne commerce within the nation was transported on the channels in the State of Texas, which is about the same waterborne tonnage as in CY 2010. The McClellan-Kerr-Arkansas River Navigation System in the States of Arkansas and Oklahoma transported 11.7 million tons to inland public and private ports, a 10 percent increase of waterborne tonnage from CY 2011. More than one-half billion tons of waterborne commerce is shipped annually over the region's 15 coastal deep-draft ports, 13 coastal shallow-draft ports, and 5 inland public ports. Three of the nation's top ten ports (Houston, Beaumont, and Corpus Christi) are located on the Texas Gulf coast. More foreign waterborne commerce is imported through Texas Ports than any other state in the nation. The Sabine-Neches Waterway serves two pipeline terminals that supply 55% of the nation's strategic petroleum reserves. This

is roughly 8% of the domestic refining capacity east of the Rockies. The Port of Texas City processes 42 million tons of crude oil annually. The Houston Ship Channel serves the second largest port in the United States, contributes an estimated \$179 billion annually to the national economy, and provides more than 1 million jobs. In addition to the economic benefits derived from the Southwestern Division's navigation program, the work accomplished within the region is a key factor to maintaining the national defense as the Ports of Corpus Christi and Beaumont are two of the demarcation sites for transport of military goods and materials involved in supporting Overseas Contingency Operations.

The northern alliance (Little Rock and Tulsa Districts) operates and maintains the McClellan-Kerr Arkansas River Navigation System (MKARNS) inland navigation channel and 18 locks and dams. Little Rock District performed dewatering on Dardanelle Lock and Dam (No. 10) at NM 205.5 and Ozark-Jeta Taylor Lock and Dam (No. 12) at NM 256.8. Tulsa District performed a dewatering on Chouteau Lock and Dam at NM 401.4 (No. 17) to replace a miter gate pintle ball. The Little Rock and Tulsa Districts and SWD Water Control and Operation are monitoring drought status on lakes augmenting flow for the MKARNS. Constant communication is kept with MKARNS stakeholders, HQUSACE, and the U.S. Coast Guard regarding drought conditions. Due to the low water level at the White River entrance to the MKARNS, the crest gates at Montgomery Point Lock and Dam at NM 0.5 were raised on June 21 to insure an adequate navigation pool. The gates were lowered on Dec 15 when the Mississippi River rose to a level that allowed the channel pass to be used in lieu of the lock. Additional maintenance was performed to ensure reliable, resiliency, and adaptive management of infrastructure. Five locks (2 in Little Rock District; 3 in Tulsa District) on the MKARNS had their levels of service adjusted to 20-hr daily operating schedules in lieu of 24-hour. The four hour daily closures enabled additional maintenance to be performed. Examples of additional maintenance included hydraulic piping replacement, motor control center upgrades, miter gates anchorage replacements, and gudgeon pin replacements. Project and operational managers engaged in open and constant communication with stakeholders and sponsors, participated in national initiatives and maintenance workshops to attain standardized operating protocols and shared lessons learned.

5) Flood Risk Management. The flood risk management mission is to prevent loss of life and property by the management of water control structures at all 12 river systems serviced by the SWD. SWD manages 74 reservoirs and 90 dams across four Districts and five states that provide a total of 33.22 million acre-feet of flood storage. Tulsa District operates 50 dams, Fort Worth District operates 25, Little Rock District operates 12, and Galveston District operates three. The division also manages a system of levees, channels and local flood protection projects totaling 760 miles. On the Texas coast, flood protection systems consist of seawalls, breakwaters and pump stations. In FY2012, the flood damages prevented by Southwestern Division were estimated at nearly \$8 million.

6) Hydropower. To help meet the region's electric power generation needs, SWD operates and maintains 18 hydroelectric power plants with an installed capacity of just over 1,700 million watts to provide power on demand at least cost to the customers. Hydroelectric plants at SWD projects produced 3.2 billion kilowatt hours, or approximately 87% of the hydroelectric power marketed by Southwestern Power Administration (SWPA) in the region. That power brought in

approximately \$124 million in revenue to SWPA when it was sold to their customers (Southwestern Power Administration, an agency of the department of Energy, markets the power generated by the power plants). Our 18 plants, containing 55 units, were available for production approximately 80% of the time during FY2012. Our hydroelectric power plants ultimately serve nearly 7 million people. There are also 8 non-federal hydropower plants located at our facilities in Oklahoma, Arkansas and Texas that are operated by local power authorities at no cost to the government. Our customers are Rural Electric cooperatives, municipal utilities, military installations and users of electricity within the Southwestern Power Administration marketing area.

The Districts continue to work with SWPA to identify projects which can be funded with the Memorandum of Agreement (MOA) between the Department of the Army, SWPA, and the City of Jonesboro (a.k.a “Jonesboro Agreement”). The Districts continue to work critical projects in order to keep facilities running. Unfortunately, major outages continue to occur throughout the system due to aged equipment. Districts have been doing an outstanding job in putting together teams which can quickly respond to outages and, whenever possible, make repairs. Districts continue to develop training programs for hydropower to supplement other Corps training. Training is becoming increasingly critical as employees retire and new technology comes on-line.

The Hydropower Modernization Initiative (HMI) is becoming more mature with output from the program being used for civil works budget development. HMI is being utilized in conjunction with asset management program and the customers of the Southwestern Power Administration have committed to funding major capital improvements over the next 30 years. The HMI has interest from Headquarters (HQ) and Office of Management and Budget (OMB) for purposes of justifying major rehab and equipment replacements in the Corps of Engineers (COE) power plant facilities. The Federal Columbia River Power System USACE Hydro plants are excluded from the HMI effort; their investment needs are identified and serviced through direct funding by BPA.

7) Water Supply. Water supply is an increasingly important benefit provided by Corps lakes, especially with recurrent droughts and many projected shortages in urban areas associated with rapid population growth in our region. With 7.7 million acre-feet of water storage for municipal, industrial, and agricultural use, the Division's lakes provide 36 percent of water for Texas, 35 percent for Oklahoma, and 20 percent for Arkansas. Water quality, quantity, and distribution are regional challenges that the Division and its local partners are addressing. Development of new water supplies is a priority for states. The Texas Water Development Board (TWDB) and the SWD Regulatory Program continue to collaborate in an interagency effort to identify permitting issues and streamline the permit process.

8) Special Accomplishments, Awards, Challenges, Solutions, etc.

- a. Regionalization. The Operations Community of Practice (CoP) continued to place a major emphasis on workload and workforce management within the SWD Operations community. This ongoing activity focused on the implementation of the USACE Inland Marine Transportation System (IMTS) Levels of Service initiative. Faced with the realization of budget constraints and increasing

maintenance requirements, the IMTS Board of Directors (BoD) tasked the IMTS Working Group to establish nationally consistent levels of service for locks and dams. The goal is to provide levels of operating service for all locks across the IMTS with a consistent logic, optimizing O&M expenditures for these assets, and extend the service life of navigation locks by optimizing usage. The IMTS Working Group developed the IMTS Levels of Service Guide and the Handbook “Guidelines for Changing Levels of Operating Service”. On 22 Nov 2011 the IMTS BoD approved these for establishing Standard Levels of Service. On 30 April 2012 the Chief Operations and Regulatory, Directorate of Civil Works directed MSC Operations Chiefs to implement these recommendations. This OPOD provides guidance and timelines for implementation within Southwestern Division for the MKARNS and GIWW systems.

- b. Asset Management. The SWD Asset Program Manager annually coordinates current best business practices relating to the inspection, maintenance, repair and affiliated management for navigation locks and dams, FRM, HYDRO, and REC throughout SWD. The SWD Maintenance Standard serves as the minimum baseline for maintaining our assets throughout the Division. Project priorities are ranked using risk-based Asset Management Principles, inspections and economic impacts of unscheduled closures/failures. Operation and Maintenance/Asset Management program path forward incorporates approaches to better reflect the performance outputs of the projects and a management philosophy that looks at the inter-relationships of the projects across business lines, within systems and for a long-term horizon. The key components of this approach include:
 - i. Systems approach, the linking of projects by Systems
 - ii. Mission performance
 - iii. Risk and Reliability, condition and consequences
 - iv. Five Year Development Plan
 - v. Five Year Infrastructure Management Plans

b) Changes in Mission, Organization, Functions, etc.

c. No changes to mission, organization or functions occurred within the Operations and Regulatory Divisions in 2012. However, Asset Management continues to be an integral part of how we do business. In May 2012, Paris Embree was selected as the new SWD Asset Manager.

c) Personnel Matters:

- a. Jorge Gutierrez, Programs Integration Officer, retired 24 March 2012.
- b. Gloria Pena, Water Supply Business Line Manager, retired 2 August 2012.
- c. Ted Kerr, Deputy Chief of the Civil Programs Division, was selected as the new Deputy Chief of Operations Division (vice Jorge Gutierrez) effective 22 April 2012.
- d. Miles Waldron joined the SWD Community as the Hydropower Business Line Manager (vice Sherman Jones) effective 6 May 2012.
- e. Paris Embree, SWD’s Flood Risk Management Business Line Manager, was selected as the new SWD Asset Manager.

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BUSINESS TECHNICAL DIVISION STAFF CHANGES/SIGNIFICANT EVENTS 2012.

Mr. Harrison Sutcliffe deployed to Afghanistan in December 2011 for a 6-month tour of duty as the Chief of Design for the Trans-Atlantic Division (TAD) in Southern Afghanistan. He extended his deployment for an additional year in July 2012. Mr. Tony Jettinghoff of Savannah District filled in as a temporary backfill for the SWD Regional Construction Engineer position from October 2012 through December 2012.

Mr. Russell Holeman achieved his LEED-AP Building Design and Construction accreditation in January 2012.

Dr. Michael Sterling was selected as the Chief of the Water Management and Infrastructure Safety Branch to replace Ron Bell who has filed his retirement paperwork. Dr. Sterling transferred from Galveston District to SWD in October 2012.

BUSINESS TECHNICAL DIVISION REGIONAL COORDINATION.

Engineering and Construction Branch - 2012

During 2012, SWD led an effort to establish a Regional Vertical Design Center within SWD. Fort Worth District is the lead district in this center and they utilize the resources available within Little Rock and Tulsa district to support designs for our customers. Initial fielding of this effort and distribution of work has received positive feedback in the region.

Engineering and Construction Bulletin 2012-02 established new processes and procedures for Mega Projects. There are two projects within SWD that are identified as Mega Projects. The Fort Hood Hospital and the Fort Bliss Hospital. One of the requirements for a Mega Project is to have a HQ lead Project Quality Evaluation every six months. Russell Holeman conducted the Project Quality Evaluations for these projects in May and November of 2012.

SWD experienced a significant drop in Military Construction Placement in 2012. As a result of this drop, the field offices went through a drastic resizing effort. Fort Worth District released over 100 of their Construction Phase Service Contractors and offered Voluntary Separation Incentives to a number of their field employees.

The Regional Energy Center of Expertise continued their efforts to develop and market their program. During 2012 they conducted Energy Audits on two of the USACE Covered Facilities within SWD boundaries. Additionally they have established relationships with installations who have Energy Savings Performance Contracts to assist with the Measurement and Verification efforts.

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SWD continues to build and expand regional geospatial database efforts and products. Recent efforts include the extension of SWD geospatial common operating picture web application to include Emergency Management purposes. This is being combined with the previous efforts for Water Management and Drought Management data layers.

SWD – GIS - 2012

Geospatial Program:

Mr. Haney assisted RBT Chief Nolen with organizing and coordinating the CADD/BIM ExCom meeting held in Fort Worth District in June 2012. This entailed working with HQ on authorization, the FAC leads on agenda and schedule, and arranging for briefings from our geospatial software vendors and ACE-IT staff from HQ and ERDC.

Mr. Haney worked with HQ and Operations Navigation personnel in HQ, SWD, SWL and SWT Districts, on providing analysis, data, and maps for ongoing drought recovery specifically impacting USACE navigation mission, later extended by FRAGO to include water supply, recreation, natural resource and other mission impacts.

Mr. Haney attended a Texas Federal Geographic Workgroup meeting at Region 6 FEMA office for a continued discussion on geospatial datasets, activities and opportunities for cooperation and collaboration. This meeting lead to further meetings with NRCS on providing web services to their data.

Throughout 2012 Mr Haney performed staff assistance visit(s) for geospatial aspects of the various business lines & mission areas with the four Districts in SW Division.

Mr Haney initiated a SWD geospatial program review and pilot project under direction of Deputy Cmdr Muraski and Chief Nolen.

Mr Haney provided geospatial analysis, data development and review, and maps for Operations, Levee Safety, Logistics, water management, PAO and other offices in SWD. These products were used in management and for briefings to SWD command staff and HQ as well as the Districts within Southwestern Division.

BUSINESS TECHNICAL DIVISION REGIONAL ENERGY SUSTAINABILITY - 2012.

Civil Works Sustainable Energy and LEED 2012 Program:

SWD supported a regional wide Civil Works resource group PDT of Sustainable Design and Development (SDD), POC's within the SWD Districts. SWD-RBT-E provided regular information back and forth relating to SDD and Green House Gas (GHG) Reduction topics between SWD Districts and HQ. Civil Works GHG emissions energy and sustainability COE

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policy requires GHG scope 1 & 2 (Facilities, Floating Plant & NTVs Equipment) reduction of 23% and GHG scope 3 (Employee Travel) 5% by FY 2020. SWD districts have initiated data (tracking Civil Works project metered energy and water usage) collection and input into the USACE FY12 CRAFT program. All SWF, SWG and SWL CRAFT data (monthly reporting) entered into the online database and checked for consistency as required for FY12. SWF has established “Energy Managers”, one each for three SWD covered facilities. USACE wide covered facilities are designated responsible for using 75% of total COE facility energy usage. Provided a teleconference demonstration of SWF “Energy Calculator” or Simplified Total Energy Program (STEP) Calculator by SWF Mr. Bruce McMillan for SWD CW sustainability POCs. SWD coordinated an SWF energy audit for the CESWG Jadwin building (SWD covered facility). In FY12 SWD CW contracted for 19 Sustainability projects for a total of \$2.3M of HQ USACE available \$10 M FY12 national program. SWL partnered with HNC on a potential Energy Savings Performance Contract (ESPC) on the McClellan-Kerr Arkansas River Navigation System (MKARNS). From Performance Work Statement, August 16, 2012: ECMS (Energy Conservation Measures) for ESCO (Energy Service Company) proposal consisted of: Project list 16 projects locations along approximately 250 Miles of the MKARNS.

Military Sustainable Energy and LEED 2012 Program:

Program Description Military SWD Sustainability/Energy Functions: Coordinated efforts on projects to meet Command emphasis on Sustainability at all levels. Provided installation support for energy conservation targets. Coordinate efforts on projects to meet the Leadership in Energy and Environmental Design (LEED) Criteria. To achieve LEED Silver ratings for our military facilities, we need to work closely with the installation to assure that we can receive these points on a project. It is necessary to have the contractor maintain LEED documentation throughout the life of the project to assure that the proper validation / certification can be processed at the completion of the work. Develop methods to help SWD Military Installations comply with Executive Order 13514 issued October 2009 which repeats requirements of previous Mandates AND beginning 2020 requires all new construction and major renovation to meet net zero energy usage. Designated the Regional Sustainability/Energy CX for SRM (add link to SWF CX).

SWD emphasized communication and input from installation through well established military planning and project management Business lines. SWD is designating SWF the regional lead district for sustainable energy, water and waste. SWD and SWF will be documenting installation input and request for help and formulating a next step for customer support.

The SWD Regional Energy Center of Expertise (CX) for the CESWD is located at the Fort Worth District office. The SWD CX at SWF will provide energy sustainability and conservation measures, program management actions, technical support, finance and contract vehicles for SWD Area of Responsibility (AOR) to exceed all Federal energy mandates.

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- SWD Regional Energy Sustainability Program at CESWF

SWD Regional Energy Sustainability program provides leadership with sustainable energy activities to conserve natural resources, reduce greenhouse gas (GHG) emissions as well as preserve the natural environment. The SWF Standardization & Sustainability Branch (SSB) leads the SWD Regional Energy Sustainability program and supports: the Office of Assistant Chief of Staff for Installation Management (OACSIM), the Installation Management Command (IMCOM), the HQ USACE proponent for our programs, projects, assessments and contracts to exceed Federal energy mandates.

USACE Major Restoration (MR)-Sustainment, Restoration & Modernization (SRM) CX

- Implement USACE MR-SRM CX Program Management Plan (PgMP) actions (28 Sep 12)
 - ✓ Develop policy guidelines and procedures (E&C Bulletins or equivalent) of MR-SRM projects at USACE installations; migrate MR-SRM data on HQUSACE Sustainability & Energy SharePoint
 - ✓ Initiate teleconferences or meetings with other MSCs to share/leverage experiences and expertise in chosen technologies for MR-SRM projects

USACE Waste-to-Energy (WtE) Center of Expertise (CX)

- Implement USACE Waste-to-Energy CX Program Management Plan (PgMP) actions(28 Sep 12)
 - ✓ Develop policy guidelines and procedures (E&C Bulletins or equivalent) of WtE projects at USACE installations; migrate WtE data on HQUSACE Sustainability & Energy SharePoint
 - ✓ Initiate teleconferences or meetings with other MSCs to share/leverage experiences and expertise in chosen technologies for WtE projects

SWD FY12 Regional Energy Program (REP)

- Revise SWD Regional Energy PgMP with integration of SWD Energy Program Plan
 - ✓ Provide FY13 SWD Regional Energy actions, metrics, resources and tasks (28 Sep 12)
- Support SWL Civil Works (CW) Energy Savings Performance Contract (ESPC) projects
 - ✓ *Offer SWF technical assistance and future M&V actions to execute HNC contract*
- Ft Hood Energy Conservation Investment Program (ECIP) project execution
 - ✓ ECIP project programmed to replace 3850 inefficient HVAC motors with high efficiency models for Barracks Complex; contract awarded at full scope with PA-\$2.06M (26 Sep 12)
 - ✓ *Offer SWF energy technical assistance and contract submittal support to execute*
- Ft Hood Energy Savings Performance Contract (ESPC) validation recommendation
 - ✓ Provide Ft Hood ESPC M&V report and matrix of contract savings based on inflated estimated savings by Energy Savings Contractor (ESCO) (28 Sep 12)
 - ✓ Determined excess savings of \$2.9M previous contract years plus \$12.4M future years
 - ✓ *Discuss Ft Hood energy program and SWD partnership opportunities (Nov 12)*
- Execute Ft Bliss Energy Conservation Investment Program (ECIP) projects

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- ✓ Install Microgrid, PA-\$5.7M, FY13 project at Ft Bliss, RTA (31 Dec 12)
 - ✓ Replace Exterior Lighting, PA-\$2.6M, FY13 project at Ft Bliss, RTA (31 Dec 12)
 - ✓ Project scope validated, RFP meeting scheduled for week of 22 Oct 12
 - Ft Bliss Energy Program support for installation energy program activities
 - ✓ Develop Energy Park, Smart-Grid data and Master Planning objectives (Oct 12)
 - ✓ ***Discuss Ft Bliss energy program and SWD partnership opportunities (Nov 12)***
 - Ft Polk Combined Heat and Power (CHP) Modular System
 - ✓ Ft Polk 6MW bio-mass CHP system and 4MW CHP module system for hospital.
 - ✓ ***Offer services to develop RFP for Ft Polk CHP contract; evaluate project actions (Nov 12)***
 - Ft Polk ESPC M&V validation opportunity, installation in-process to buy-out ESPC ESCO
 - ✓ ***Ft Polk paid \$2.7M to buy-out ESCO, HNC approved ESPC recommended Ft Polk action***
 - SWD Energy Assessment (EA) Program Support opportunities
 - ✓ ***Provide Level II EA for SWT Truscott Complex, revised execution schedule (31 Dec 12)***
 - ✓ Provide Level II EA for AFCESA 45 bases with 50M SF to assess; provide HPSB checklist
 - Migrate SWD Regional Energy Program website with uploads to HQUSACE Sustainability and Energy (S&E) SharePoint (Nov 12)
 - SWD Pacesetter articles; SWF AFCESA and SWD Energy Program information. (Oct 12)
 - ✓ ***SWD PA requested SWF input for revised energy article for Army online posting***
 - Develop CERL/SWD Energy Partnership for Army Enterprise Design Guides
 - ✓ Execute 4 projects with combined PA of \$1.2M; provide kick-off agenda (26 Oct 12)
- Determine SWD actions to execute CERL/SWD Energy Partnership PgMPs (Nov 12)***

SWD Regional Energy Cx support includes USACE project Execution, SWF District services: Project Planning (Low Impact Development, Design Charrettes), Energy Sustainable Engineering Design, Project Management, Life Cycle Cost analysis, Contracting and Construction Management. SWF continued supporting Fort Hood with development of multiyear master planning area development plan.

SWD CX implements numerous methods to support Net Zero Installations including but not limited to the Following:

- Creative methods for energy, water and waste
- Renewable Energy (RE) criteria for site energy service performance contracts
- Cooperative agreements for private investment opportunities and energy privatization efforts
- Energy Assessments and related programming actions
- Program budgets and project technical tasks
- Development of Regional Energy for Adapt-Build projects by climate zone to meet ASHRAE 189.1 compliance standards

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- Provide energy checklists for USACE projects, planning charrettes and commissioning
- Comprehensive project execution actions

The SWD CX is committed to establishing long term relationships with our customers to meet all you their energy program needs.

- Planning, Environmental, and Regulatory (PER)

SWD PER energy services provide energy master planning, energy sustainability, conservation analysis and DD1391 programming needs. The PER personnel are experts in delivering energy planning and programming support for civil works, military, SWD districts and entire USAACE complex. Also, PER energy have the following capabilities:

- Provide programming and project techniques
- Comprehensive Army Master Planning System (CAMPS) for energy data integration efforts
- Communicating low Impact Development (LID) training and program requirements
- Metering interface for installation criteria
- Managing Planning Charrettes for site energy infrastructure to include total Renewable Energy assessments for entire installation

- Engineering and Construction (E&C)

SWD E&C energy services will perform in-house design and technical support for all energy related program and activities. Their services include:

- Internal energy project design support activities to institute ASHRAE 189.1 compliance measures
- Perform Life Cycle Cost Analysis (LCCA) calculations for installations using the Simplified Total Energy Program (STEP) Analysis
- Execute Energy Assessments (EA) with Energy Conservation Measure (ECM) development
- Serve as the Commissioning Authority (CxA) to perform all Commissioning process activities
- Manage Architect-Engineer (AE) energy design contracts with technical assessment
- Evaluate energy project LEED program criteria and related project actions

- Energy Master Planning DD Form 1391 Programming

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Preparation of sustainable Real Property Master Plans, capital investment strategies, and implement programming documentation (DD Form 1391s) for Army energy initiatives:

- Perform robust life cycle cost analysis
- Develop economic cost-benefit studies
- NEPA compliance of large scale RE projects
- Energy monitoring activities at installations
- Leverage centralized Army energy programs such as EEAP, EMCS and EPSC

- Comprehensive Army Master Planning System (CAMPS)

To meet federal energy policies, Army provides building metering energy consumption data to establish baseline use and reduction goals. Comprehensive Army Master Planning System is designed to provide the following:

- Energy Data integration for detailed building energy use information
- Monitored facility data for baseline energy data

An existing energy dashboard establishes unique performance criteria for management analysis and conservation efforts.

- Renewable Energy (RE) installation Assessment

Renewable Energy (RE) installation assessment provides evaluation of potential RE opportunities based on existing regional conditions. RE evaluation entails specific suggestions for project development actions, concentrates the complex wide assessment on exceeding all federal energy mandates and ensures current site conventional energy programs are maximized while integrating the best value RE projects.

- Simplified Total Energy Program (STEP) Calculator

The Simplified Total Energy Program (STEP) calculator provides dynamic energy analysis by installation according to Life Cycle Cost Analysis (LCCA) basis. The STEP provides complete review flexibility for energy spectrums to include renewable and non-renewable technologies. The STEP allows quick ranking of energy alternatives to ensure effective LCCA projects are developed for future execution.

- Energy Assessments (EA)

Energy Assessments (EA) perform valuable technical assessments using full ASHRE defined level compliance. The EA report will document the comprehensive Energy Conservation Measures (ECM) and recommendations for SRM and MILCON project execution. The EA will permit installations to perform detailed in-house project programming actions or request SWF to provide complete project programming documentation. Energy Assessments ensure installations

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are prepared to act on all incoming funding sources and energy data calls and meet or exceed Federal energy mandates. SWF worked Energy Assessments for the Air Force SRM program.

HQ Regional Centers of Expertise: <http://mrsi.usace.army.mil/sustain/>
SWD Energy CXs

DAM SAFETY, LEVEE SAFETY, BRIDGE SAFETY, AND WATER MANAGEMENT PROGRAMS

Southwestern Division.

DAM SAFETY PROGRAM 2012: Under the Dam Safety Program, Business Technical Division continued to provide one representative on the Corps Dam Safety Program Steering Committee (DSSC). SWD Districts performed 24 Periodic Inspections on dams. A regional dam safety committee meeting was held to review the entire SWD program with participants from the MSC, all 4 districts, and HQ. SWD continued to provide dam safety program support to the U.S. Section of the International Boundary and Water Commission (IBWC) on their internationally known projects, completing emergency inspection work at Amistad Dam and Periodic Inspection of International Dam, Amistad Dam, and Falcon Dam. Three Dam Safety Action Classification (DSAC) changes were approved as follows: Hartford Levee went from DSAC II to IV, Tenkiller Dam went from DSAC III to IV, and Waurika Lake Dam went from DSAC III to IV.

The Regional Dam Safety Production Center (DSPC) which was stood up in 2011 provided leadership and technical responsibility for Dam Safety Modification Studies (DSMS) within the region including Addicks Dam DSMS, Barker Dam DSMS, Pine Creek Dam DSMS, Lewisville Dam DSMS, Canton Dam Safety Modification project, Dallas Floodway, and for the IBWC for the Amistad Dam DSMS. The DSPC staff grew from 12 to 23 dedicated personnel. The DSPC established a full-time Risk Cadre to support the RMC in its mission to complete Risk Assessments for Issue Evaluation Studies and Dam Safety Modification Studies.

LEVEE SAFETY PROGRAM 2012: The USACE levee safety program continues to evolve with tools, developments, and processes to support the mission to reduce risks to life, safety, and impacts to economics and environmental concerns. The Levee Safety Program Manager's (LSPMs) for the four districts remain the same. Robert Howell, P.E. is the Levee Safety Officer (LSO) for Galveston, Wade Anderson, P.E. is the LSO for Tulsa and the other LSO's remain unchanged.

Among the new processes is the System Wide Improvement Framework (SWIF) which allows sponsors with unacceptable rated levees to develop corrective plans and remain active in the P.L. 84-99 program while corrections are made. The first step in the process is HQ's approval of a

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Letter of Intent (LOI) by sponsors expressing a financial plan to accomplish the needed corrections. SWD has 2 approved LOI's and one approved corrective action plan. These actions aid in the reduction in risk for these levee systems.

The new Levee Inspection Tool (LIS), a laptop based inspection with GPS interface is now fully implemented in all four SWD Districts and is being used for annual and periodic inspections. Through 2012, 89 out of 91 periodic inspections have been conducted and completed. It was reported in 2011 that over 90 percent of levee annual and periodic inspections have been loaded into the National Levee Database (NLD) which is now available for public viewing. However, it was discovered in early 2012 that due to technical difficulties related to file configuration and GIS validation have prevented the loading all the inspections previously thought. Actions to simplify the process of loading inspections into the NLD inspection are ongoing. Metrics to better track progress of inspection and screenings are also under development. Fielding of the web based metric system referred to as the "levee safety dashboard" is expected in the next year or two subject to funding constraints.

The LST software has received several updates since first fielded. In 2010 USACE began a 3 year effort to accomplish screening of approximately 2000 levee systems in the USACE portfolio from across the country and rate into their respective Levee Safety Action Classifications (LSAC), a relative risk ranking of these levees. Progress was slower in the first two years than anticipated due to the steep learning curve, revisions to the LST, turn-over in the screening facilitators and the multiple levels of review. SWD has several new levee facilitators that have been trained and are now screening levees.

It is now expected to take until 2015 to complete the screenings nationwide and SWD is on that schedule to complete 149 screenings by the end of 2015. The rate of screenings will have to increase in order to meet this goal. As of 30 Sept 2012, SWD has completed 17 screenings of which better than half have been reviewed by the National QA cadre. During 2012 SWD completed 5 levee screenings through the Levee Senior Oversight Group (LSOG). Final approval of these levee classifications are still pending in HQ as a result of further work with FEMA regarding communication strategy and coordination of FEMA mapping process.

The levee safety program continues to be very dynamic and has made considerable progress with sponsors in SWD and around the country to bring levees in compliance with long standing requirements that have not been communicated well or strictly enforced. It is expected that processes for the levee safety program will continue to evolve over time.

BRIDGE SAFETY PROGRAM 2012: Under the Bridge Safety Inspection Program, the Business Technical Division continued to provide a representative on the HQUSACE National Bridge Safety Inspection Steering Committee. The committee provides oversight and assistance on the Bridge Maintenance and Inspection Program. In calendar year 2012, SWD's districts inspected and produced bridge inspection reports for 23 public vehicular bridges, 13 non-public vehicular bridge, 7 public pedestrian bridges and 17 non-public pedestrian bridges. SWD along

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with the Dam Safety Production Center also inspected 2 public vehicular bridges for the International Boundary and Water Commission (IBWC). FHWA also implemented the National Bridge Inventory compliance review process which is a new QA checklist for the MSC's in CEBIS.

WATER MANAGEMENT PROGRAM 2012

Hydrology , Hydraulics and Water Management Programs 2012:

In March 2012, the Corps' SWD office hosted the annual "2012 Reservoir Control Center/Hydrology and Hydraulics annual meeting. The meeting was held in Tulsa, Oklahoma at the Tulsa District Office. The annual meeting included attendees from each of the four districts' Water Management and H&H sections. Some of the topics discussed were WCM updates and schedules for FY 12, HEC/RiverWare initiatives, WMeA, ACE-IT, WCDS, REGI-ROWCPS, and Server Consolidation plans. Overviews of each districts' spring flooding activities and/or drought conditions and special reservoir operations were discussed. Also current or future workloads and cross-training opportunities were presented at this meeting.

Fort Worth District 2012.

(a) **General.** WY 2012 was the second year in a row that drought conditions prevailed. Dry soil conditions and low lake levels continued throughout Texas, but was most severe in the western half of the state. The temperatures were above normal, however the rainfall pattern varied widely from east to west. The rainfall was near normal in the eastern portion of the State, but below normal in far West Texas. Only minor isolated flooding occurred during the year. The dry soil absorbed much of the rainfall. Details of flood operations, drought conditions, and deviations from approved Water Control Plans are described in the following paragraphs.

(b) Flood Control and Drought Operations.

(1) **General.** The U. S. Army Corps of Engineers, Fort Worth District, operates twenty-five lakes in the state of Texas. These lakes are located in six major river basins and are operated to provide for flood control, water supply, hydropower, fish and wildlife habitat, and recreational activities. Three of these lakes are located in the Red River Basin, two in the Neches River Basin, eight in the Trinity River Basin, nine in the Brazos River Basin, two in the Colorado River Basin, and one in the Guadalupe River Basin. The following provides an overview of the flood events and the drought conditions in the District, the impacts on Corps lakes and some of the coordination that was required.

Flood damages prevented by **Fort Worth District projects** during **FY 2012** were **\$7,531,161,600.**

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(2) Sulphur River Basin. The Sulphur River Basin is located in northeastern Texas and flows east into the Red River. The basin experienced near normal rainfall during WY 2012 with about 43 inches as a basin average where 45 inches is normal. Due to the dry soil conditions resulting from the prior year drought, the three lakes experienced about half the normal annual inflow. There were two floods during WY 2012, in which the projects provided flood reduction benefits.

(3) Neches River Basin. The Neches River Basin is located in eastern Texas and flows in a north to south direction. The basin experienced about 20 percent above normal rainfall in WY 2012. The normal annual basin rainfall is about 56 inches. Even though the basin experienced above normal rainfall, the total inflow into the two projects for the fiscal year was 60 percent of normal. There were five floods during FY 2012, in which the projects provided flood reduction benefits.

(4) Trinity River Basin. The Trinity River Basin contains what may be one of the most complex flood control systems in the country and one of the more challenging to manage. The river and its tributaries flow through two major cities and a mid-cities area of 6.2 million people. The basin's diverse flood protection system includes lakes, levees, channel improvements and local flood protection projects. Although there are eight flood control lakes in the basin, only 33 percent of the drainage area above the Oakwood gage is controlled.

The upper Trinity River Basin received approximately 40 inches of rain during the water year, which is about 10 percent above normal. As a general rule, the heavier rains occurred over the winter and early spring months. The inflows to the basin lakes were close to normal. There were 11 minor floods, during WY 2012, one in every month except July, in which one or more projects provided flood reduction benefits.

(5) Brazos River Basin. The Brazos River Basin is located west of the Trinity River and flows from north west Texas southeasterly to the Gulf of Mexico. The annual rainfall pattern in the lower Brazos River Basin was near normal. The basin lakes experienced a range of 25 to 100 percent of their normal annual inflow. There were six minor floods during WY 2012, in which one or more projects provided flood reduction benefits.

(6) Colorado River Basin. The Colorado River Basin is located west of the Brazos River and flows generally southeasterly to the Gulf of Mexico. O.C. Fisher Lake received 22.4 inches of rain where 21.0 is normal. The inflow into O.C. Fisher Lake during WY 2012 was only 3,500 acre-feet, or 14 percent of normal. O.C. Fisher Lake completely dried up last year and remained dry all of WY 2012. Hords Creek Lake received 37 inches of rainfall, or 50 percent above normal.

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However, the inflow into Hords Creek Lake was only 2,800 acre-feet, or 80 percent of normal. There were no floods in which flood damages were prevented by either project during WY 2012.

(7) Guadalupe River Basin. The Guadalupe River Basin, located west of the Colorado River, is one of the smaller basins and has only one flood control lake. Canyon Lake controls only 28 percent of the basin above Victoria, Texas. The Blanco and San Marcos watersheds can also generate major runoff. For this reason, controlling flows that pass through Cuero and Victoria are difficult at best and often impossible to manage. Canyon Lake received 44 inches of rainfall, or about 20 percent above normal for the year. The inflow into the lake was 111,000 acre-feet, or about a third of normal. There were no floods during WY 2012, in which Canyon Lake provided flood reduction benefits.

Galveston District 2012:

General Calendar year 2011 saw most of the area within the Galveston District in extreme to exceptional drought. In 2012, unusual weather patterns provided much needed rain to the Houston area and along the coast to about Corpus Christi starting in the late winter into the summer. Some of these rain events caused flooding in some areas. Since the rainfall intensity from these events was not wide spread, most areas fortunate enough to receive rain, continued to remain in a moderate to severe drought. The area between Corpus Christi to Brownsville was not so fortunate and remained in extreme to exceptional drought throughout calendar year 2012.

Buffalo Bayou and Tributaries, Houston, Texas

Overview: The Galveston District regulates two reservoirs, Addicks and Barker Reservoirs, which are located on Buffalo Bayou. Buffalo Bayou meanders through the city of Houston emptying into the Houston Ship Channel. The primary purpose of the two reservoirs is to provide flood risk management, below the dams, for the main stem of Buffalo Bayou and the city of Houston. Unlike most reservoirs, Addicks and Barker Reservoirs are kept dry, with no permanent pools. The rapid growth by the city of Houston has surrounded the reservoirs and infiltrated into the reservoir pool areas. Both reservoirs have homes immediately above the government-owned property line. Reservoir pools have never exceeded the government-owned property line. Continued development above the reservoirs, restricted releases and major storm events make it inevitable that one day reservoir pools will exceed the government-owned boundary line and flood many of the homes and business that reside there. The reservoirs do not totally eliminate flooding below the dams. They do considerably reduce the frequency and magnitude of flooding along the bayou.

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Flood Events/Rainfall: In 2012, the Houston – Galveston area experienced several rainfall events. The following three events had the most effect on Addicks and Barker Reservoirs, and Buffalo Bayou.

During January 8 – 10 a slowly sagging frontal boundary moved through Houston influenced by an upper level low system moving through the area, provided heavy rainfall. An average of 2 to 3 inches of rain fell on the Addicks and Barker watersheds. An average of 3 inches of rain fell on main stem Buffalo Bayou. There was some widespread flooding of the surrounding counties along with street flooding in Houston. This storm produced the highest flow of water at our Piney Point gauge for the calendar year at 4,270 cubic feet per second.

On March 8 – 11, a series of upper level disturbances moved across Texas bringing multiple heavy rain episodes to southeast Texas. A good portion of southeast Texas had rainfall amounts in the order of 2 to 4 inches with localized amounts of 4 to 6 inches of rainfall. An average of 3.5 to 4 inches of rain fell on the Addicks and Barker watersheds and main stem Buffalo Bayou. This rain event produced the 2nd highest pools in both reservoirs for the calendar year. These pools occupied 12 to 15 percent of their available government-owned storage capacity.

On July 8 – 16, continual upper level disturbances from the east, enhanced by moisture from the gulf and other favorable factors, produced significant amounts of rainfall in the Houston area. Some areas saw 2 to 3 inches of rain per hour. Parts of the Cypress Creek watershed experienced rainfall totals up to 16 inches. As a result of this heavy rainfall, major flooding was experienced, primarily along Cypress Creek in western and northern Harris County. The Addicks Reservoir watershed saw 8 to 12 inches of rain. Barker Reservoir saw 5 to 8 inches of rain fall on its watershed. This event created the 10th highest pool of record in Addicks Reservoir. If the amount of these rains had not been spread out over several days, State Highway 6 running through Addicks Reservoir, would have been under water for a couple days. Addicks Reservoir saw 30 percent of its government-owned storage capacity occupied and Barker Reservoir had 27 percent of its government-owned storage capacity occupied. This storm event produced our highest reservoir pool levels for the calendar year.

Special Operations: A couple of operational deviations were requested during the calendar year. One involved a visual inspection of the outlet structures and the other covered our inability to maintain the allowable storage differential between our two reservoirs.

On March 2, 2012, the gates were closed to acquire a 10 foot head at the Addicks and Barker Outlet Structures. The District dam safety technical staff confirmed that maintaining 10' head at A/B dam outlets would not result in unsafe conditions. A visual inspection of the outlet structures was done on Thursday, March 8th to assess if there was any seepage at the conduits. The wing walls of each outlet structure were inspected. There were no visual problems detected. Reservoir operations were resumed on Friday, March 9th.

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On July 27, 2012, a deviation request, from the authorized Water Control Manual, was made to Southwestern Division. Addicks Reservoir had twice the occupied storage of that held in Barker Reservoir. The Water Control Manual specifies we should maintain no more than a 20% differential in storages between the reservoirs. Dam Safety issues imposed release restrictions from the outlet structures that required us to deviate from this requirement. Pool levels, within the reservoirs, posed no threat to the dams due these restrictions.

There were no other significant deviations during calendar year 2012.

Addicks and Barker Reservoirs prevented an estimated **\$574,000** in flood damages in FY 2012.

Lower Trinity River and Tributaries

Overview: The Galveston District operates the Wallisville Saltwater Barrier, located on the Trinity River, just before it enters Trinity Bay. It is located approximately half way between downtown Houston and Beaumont, Texas. The Wallisville Lake Project was authorized in 1962, as a 20,000 acre water supply reservoir and salinity control project but was modified later to only function as a saltwater barrier for salinity control. Modifications to the project provided the Corps with a unique opportunity to manage salinity intrusion, diverse natural resources and recreational opportunities while still maintaining the integrity of the environment. The project has a major role in maintaining sustainable drinking water for the city of Houston, Chambers Liberty Navigation District and others on the lower Trinity River during times of drought.

Flood Events/Rainfall: The operation of the Wallisville Saltwater Barrier depends to a great extent on flows received from the upper Trinity River. The first half of the year there was enough rainfall in the upper Trinity watershed to keep flows coming down the river for the Saltwater Barrier to stay out of operation. The rest of the year, the upper Trinity River did not deliver enough water to allow Lake Livingston to release any additional water other than what was needed for its water users. The saltwater barrier was in operation for about two thirds of the latter part of the calendar year, to prevent saltwater intrusion. There was inadequate rainfall in the lower Trinity River watershed during calendar year 2012 to sustain area residents with the water they needed. The Liberty-Chambers Navigation District had to pump water from the river immediately above the Saltwater Barrier in the latter part of the calendar year. The Saltwater Barrier was in operation for 244 days in calendar year 2012.

Special Operations: Recreational access to the river above the structure was closed to boats twice during the calendar year. Closure of the structure only lasted for a few days. Above normal high tides was the cause for closure to recreational boaters. There, currently, is no commercial use of the river above the structure except for an occasional fishing guide.

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Little Rock District 2012.

(a.) General. WY 2012 was relatively dry for the majority of the year in all basins.

While one basin recorded above average rainfall for the year and two recorded below average rainfall, most of the wetter months occurred at the beginning of the WY, giving way to an extended period of dry weather from spring into early fall. Rainfall was above normal in the Arkansas River Basin (including the Central Arkansas Lakes basin), but significantly below normal in the White/Black River Basins and the Little River Basin for the year. Details of flood operations, drought conditions, and deviations from approved Water Control Plans are described in the following paragraphs.

(b.) Flood Control and Drought Operations.

- (1) General.** The U. S. Army Corps of Engineers, Little Rock District, operates twenty-five structures (Locks & Dams and Reservoirs) in the states of Arkansas and Missouri. These lakes are located in six major river basins and are operated to provide for flood control, water supply, hydropower, fish and wildlife habitat, and recreational activities. Five of these lakes are located in the White River Basin, one in the Black River Basin, thirteen in the Arkansas River Basin, two in the Central Arkansas Lakes Basin (one each on both the Petit Jean and Fourche La Fave River basins), and four in the Little River Basin. The following provides an overview of the flood events and the drought conditions in the District, the impacts on Corps lakes and some of the coordination that was required.
- (2) White River Basin.** The White River Basin is located in the northeastern half of Arkansas and southwestern Missouri and flows generally east/south east into the Arkansas River. The basin experienced below normal rainfall during WY 2012 with about 39.5 inches as a basin average where 44.9 inches is normal. Due to dry soil conditions which extended from the previous year, the five lakes experienced about 80% of the normal annual inflow. There was one significant rainfall event occurring in March which pushed pools into flood zones, during which the projects provided flood reduction benefits. By the summer months, the entire basin was classified by the Drought Mitigation Center as suffering from severe to exceptional drought.
- (3) Black River Basin.** The Black River Basin is located in southeastern Missouri and northeastern Arkansas and flows generally south into the White River. The basin experienced below normal rainfall during WY 2012 with 33.4 inches where 44.5 inches is normal. Due to prolonged dry conditions, the total inflow into Clearwater Lake was approximately half of its annual

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average. During WY 2012, there was one significant rainfall event from which the project provided flood reduction benefits.

- (4) **Arkansas River Basin.** The Arkansas River Basin extends from southeast to northwest Arkansas and into Oklahoma, and it includes the lower portion of the McClellan-Kerr Arkansas River Navigation System (MKARNS). The river flows from northwest to southeast into the Mississippi River. Rainfall for WY 2012 was slightly to moderately above normal with an average basin rainfall of 48 inches where 42.7 is the annual basin average. As a result, flows at projects on the Arkansas River were at approximately 10% higher on average for the year. There were two events in March and April from which flood reduction benefits were obtained. In spite of above average rainfall recorded at most projects, the basin suffered from severe drought conditions through the summer months and into early fall.
- (5) **Central Arkansas Lake Basins.** The Central Arkansas Lake Basins consist of the Petit Jean River Basin and the Fourche La Pave River Basin. Both flow from western Arkansas to the east into the Arkansas River. Annual precipitation was approximately normal for the year with inflows at approximately 20-30% above normal for the two basins. The Petit Jean River upstream and downstream from Blue Mountain Lake experienced relatively normal rainfall for WY 2012 at 50.6 inches with 48.8 inches as an annual average. There was one significant rainfall event from which flood reduction benefits were obtained. In addition, there was one major deviation to the Water Control Plan. The lake was drawn down approximately 12 feet from conservation pool (15 feet from seasonal pool) between July and November in order to facilitate Game and Fish requirements and conduct maintenance to the forebay area. The Fourche La Pave River upstream and downstream from Nimrod Lake experienced relatively normal rainfall for WY 2012 at 52.5 inches with 51.5 inches as an annual average. There was one significant rainfall event in WY 2012 from which flood reduction benefits were obtained.
- (6) **Little River Basin.** The Little River Basin is located in southwest Arkansas and southeast Oklahoma. The Little Rock District portion of the basin consists of the Little River (DeQueen Lake), Cossatot River (Gillham Lake), and Saline River (Dierks Lake), all of which flow southeasterly to Millwood Lake and the Red River. The Little River Basin experienced significantly lower than normal rainfall during WY 2012 with a basin average of 39.4 inches where 54.4 inches is normal. As a result, inflows for the basin were approximately 30% lower for the year. There was one significant rainfall event for the year during which flood reduction benefits were provided.

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(7) Flood damages prevented by all Corps flood control projects in the Little Rock District were **\$100,119,000.**

Tulsa District 2012:

2012 Flood Operations:

For the second year in a row, rainfall was below historical averages for all Tulsa District reservoirs. Due to drought conditions flood damages prevented in 2012 were less than the 10 year average for Oklahoma, Kansas, Louisiana, Arkansas and Northern Texas.

The FY12 year started off with above normal rainfall over much of central and western parts of the Arkansas River basin. These rains were extremely beneficial in restoring moisture after the extreme drought conditions experienced during the spring and summer of 2011. Unfortunately, drier than normal conditions returned in Jan and Feb 2012.

March and April were the wettest months of FY12, and actually resulted in some minor/moderate uncontrolled flooding across parts of eastern OK into AR. The most widespread storm of the year, occurred from March 19-21st, dropped over 8 inches of rain on parts of eastern OK and AR. This would normally be more than enough to cause widespread moderate flooding, but due to the dry antecedent conditions, flooding was isolated and mostly minor. The Arkansas River in western AR rose briefly above flood stage from this event, but quickly fell off below flood stage within 24 hours. During this late March time period, three reservoirs (Lake Hudson, Ft. Gibson, and Pat Mayse) reached flood storage levels of 53% full, before receding to normal conservation pool levels.

Another smaller storm system dropped very heavy rains (6 to 8 inches) on parts of southern KS into extreme northern OK at the very end of April 2012 and resulted in a few locations reaching moderate flood levels. Excessively dry conditions returned in May, normally the wettest month of the year, and lasted all summer. A mostly dry September finished up the year, with most areas finishing below or well below normal for rainfall for the FY. Much of the year was characterized by severe to excessive drought conditions.

Damages prevented for 2012 in the Arkansas River Basin were \$178,571,000, and in the Red River Basin, the damages prevented were \$31,282,000. Total damages prevented for all of the Tulsa District including southern Kansas, Oklahoma, northern Texas, Arkansas, and Louisiana by the Tulsa District Project regulation was **\$209,853,000.**

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2012 Drought

At the end of FY 2012, the district remained in drought from severe drought (D3) in the eastern part of the district to exceptional drought (D5) in the western part of the district. Much of western Oklahoma and Kansas have been in exceptional drought conditions now for two years. During FY 2012 several reservoirs reached all time record lows. If it wasn't for power generation cutbacks by Southwestern Power Administration (SWPA), several other reservoirs would have reached record low pool elevations as well. The following Corps and Bureau of Reclamation reservoirs that reached record lows during FY 2012 were:

Reservoir	Elevation	Month
Birch	741.15	January
Foss	1,632.01	September
Kemp	1,122.84	September
Mountain Park	1,401.02	September
Pine Creek	424.72	September
Meredith	2,842.69	September
Skiatook	700.63	March
Waurika	942.69	September

Drought conditions in the Tulsa District have only slightly improved over the previous year. This year's drought although somewhat less than 2011 has expanded to encompass a much larger area of the United States. Due to drought conditions flood damages prevented in 2012 were again less than the 10 year average for Oklahoma, Kansas, Louisiana, and Northern Texas. However the benefits to conservation pool users for navigation, water supply, hydropower and water quality were obtained in the 2012 drought. The multipurpose Corps reservoirs did their job and operated as designed.

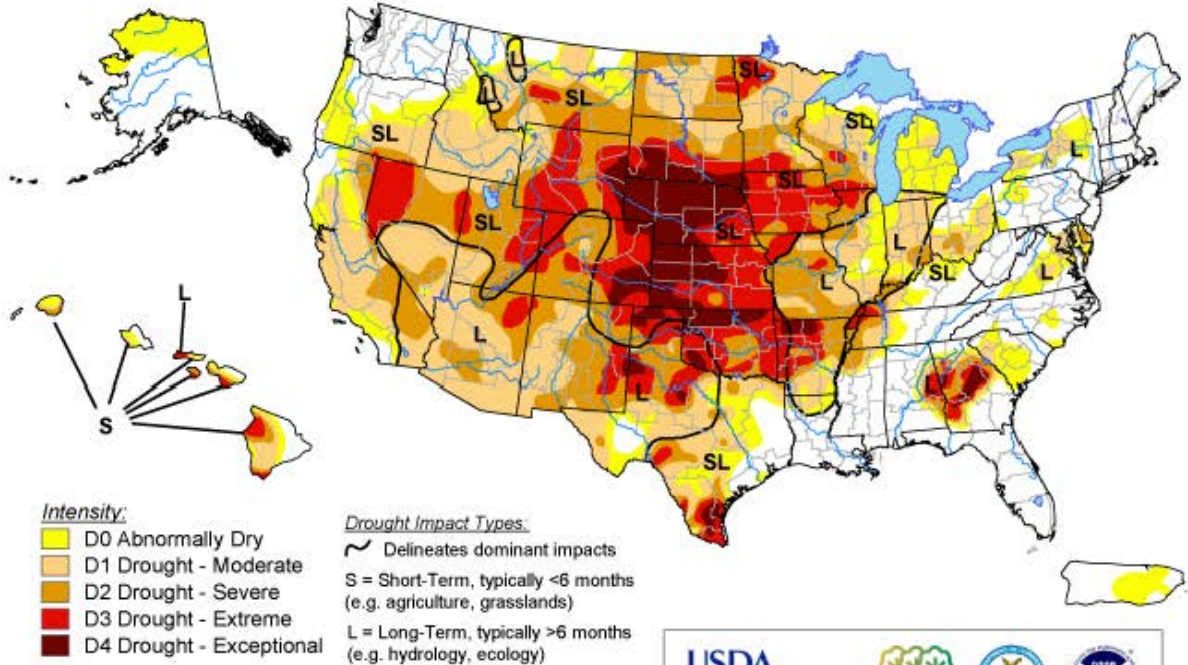
View below the US Drought Monitor that illustrates the drought conditions that existed at the end of FY 2012.

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U.S. Drought Monitor

October 2, 2012

Valid 7 a.m. EDT



The Drought Monitor focuses on broad-scale conditions.
Local conditions may vary. See accompanying text summary
for forecast statements.

<http://droughtmonitor.unl.edu/>



Released Thursday, October 4, 2012
Author: Anthony Artusa, NOAA/NWS/NCEP/CPC



Beg CY13 SWD Civilian Demographics

U.S. ARMY CORPS OF ENGINEERS

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STRENGTH	SWD Division	SWD Fort Worth District	SWD Galveston District	SWD Little Rock District	SWD Tulsa District	Grand Total
Permanent	91	1163	306	657	698	2915
Temporary	5	64	2	16	7	94
Grand Total	96	1227	308	673	705	3009
GENDER						
Female	36	420	106	183	200	945
Male	60	807	202	490	505	2064
GENERATION						
Traditionalist (1900-1945)	4	28	3	6	13	54
Baby Boomers (1946-1964)	63	574	189	312	359	1497
Generation X (1965-1981)	27	410	95	284	223	1039
Millennium (1982-2000)	2	215	21	71	110	419
AVERAGE AGE	52	45	49	45	46	46
VETERANS PREFERENCE						
5 Point Pref*	18	163	55	132	106	474
10 Point Pref**		3		2		5
Disabled Veteran	6	102	22	62	46	238
No Preference	72	959	231	477	553	2292
*Honorably-discharged veteran who served in a war or designated conflict; **Spouse/widow/widower/mother of veteran with service-related disability						
EDUCATION LEVEL						
<HS		8	2	2	3	15
HS	13	225	67	212	130	647
HS+	10	252	66	149	207	684
College	48	551	110	257	270	1236
Masters	23	168	55	47	81	374
Doctorate	2	15	5	4	13	39
NA		1			1	2
Not Coded		7	3	2		12
Grand Total	96	1227	308	673	705	3009

Source: BOXI HQ ACPERS 201212; Active Indicator 1;2 (includes ACTEDS Interns)

Last Updated: 23 Jan 2013

STRENGTH	SWD Division	SWD Fort Worth District	SWD Galveston District	SWD Little Rock District	SWD Tulsa District	Grand Total
American Indian or Alaska Native	2	12		12	62	88
Asian	8	27	6	5	5	51
Black or African American	13	122	27	50	28	240
Hispanic or Latino	8	62	27	5	6	108
More than 2 races	1	28	9	7	23	68
Native Hawaiian or Pacific Islander	1	3	1		1	6
White	63	973	238	594	580	2448
Grand Total	96	1227	308	673	705	3009
OCCUPATIONS						
Gen Nat Res Mgt and Bio Sc (401)*	4	139	40	99	115	397
Engineering Technical (802)*		123	42	47	34	246
Constr Control Tech (809)*		61	9	8	10	88
Civil Engineering (810)*	18	175	76	66	116	451
Mechanical Engineering (830)*	2	46	1	14	14	77
Electrical Engineering (850)*	4	32	1	10	12	59
Contracting (1102)*		71	1	24	23	119
Realty (1170)*	5	54	7	15	21	102
Lock & Dam Operator (5426)*			18	60	24	102
MCO Total	33	701	195	343	369	1641
NonMCO Total	63	526	113	330	336	1368
Grand Total	96	1227	308	673	705	3009
*Mission Critical Occupations (MCOs)						

	A	B	C	D
1	SWD CY12 Retirement History			
2	RETIREE Name			
3	FORT WORTH DISTRICT			
4	Scott Judith J			
5	Massey Marvin L			
6	Weimer Alan R			
7	Holmes Karan L			
8	Steorts Delbert C			
9	Blocker Robert H			
10	Hamilton Ardith			
11	Hill Robert L			
12	Olson Guy R			
13	Turner Ross			
14	McClendon Daniel L			
15	Delbosque Livorio Jr			
16	Miller Ronald E			
17	Wofford James A			
18	Knight Linda K			
19	Chisholm Laverne C			
20	King Dale S			
21	Hauck Jason C			
22	Brannan Beverly S			
23	Hernandez Roy G			
24	Schultz Steve P			
25	Begole William A			
26	Jones Dwight			
27	Deblois Nicholas C			
28	Darwin Thomas L			
29	Boyle William F II			
30	Cabrera Eduardo			
31	Carter Billy W			
32	Dill Charles M			
33	Falk Thomas A			
34	Farrell Barbara A			
35	Harrelson Arthur R			
36	Musgrove Gweneth I			
37	Oliver Robert R Jr			
38	Williams George L			
39	Yracheta Maria J			
40	Billiott Emmett M			
41	Jennings Glenn E			
42	Faucett Bobby D			
43	Guy Leslie E			
44	Herrera Darillo			
45	Bennet James D			

	A	B	C	D
46	SWD CY12 Retirement History			
47	Moon Gloria B			
48	Zediak Stephen P			
49	Smith James M			
50	Cales Clarence O			
51	Lombardi Gloria J			
52	GALVESTON DISTRICT			
53	Hander John T			
54	Fredendall Linda M			
55	Kirkley Fern E			
56	Coe Lethal E			
57	Eugino John A			
58	Jordan Franklin Z			
59	Willmore Eric F			
60	Owens Gary			
61	Norman Paul J			
62	Patel Kanu H			
63	Brunt Gloria			
64	Otis John J			
65	Briggs Bruce A			
66	De Leon Abel			
67	Malo Max E			
68	Otis John J			
69	Rowe Harley			
70	Wong John E			
71	Kershaw Patricia A			
72	Alvey Kenneth L			
73	Voelkel Betty J			
74	Marinos Constantine G			
75	LITTLE ROCK DISTRICT			
76	Bouscher James E			
77	Greenwood Tommy D			
78	Arnold Robert L			
79	Granger Juanita A			
80	Hadfield Paul E			
81	Bradford Richard A			
82	Remsing Dana K			
83	Stiles Jeffry M			
84	Spaul Paul J			
85	Stone Susann V			
86	McKinney Danny R			
87	Jarman Lonnie J			
88	Sanders Billy F			
89	Malone Anthony A			
90	Cates Stephen E			
91	Mrdja Dushan D			
92	Oberle Robert H			
93	Young Gary C			
94	Devine Richard N			
95				

	A	B	C	D
96	SWD CY12 Retirement History			
97	Gutierrez Jorge L			
98	Reel David A			
99	Beat Blanche E			
100	Pena Alice G			
101	McStay Frank W Jr			
102	McCollum Robert W			
103	TULSA DISTRICT			
104	Fisher Felicia E			
105	Smith Helen C			
106	Ramirez Martin A			
107	Smith Helen C			
108	Skelton Thomas E			
109	Fowler Cheri J			
110	Bell Charles W			
111	Roberts Warren J			
112	Smith Charles L			
113	Ofield Jack			
114	Parkerson Bill E			
115	Hotubbee Janet L			
116	Citty Clifford A			
117	Lyons Terry L			
118	Phillips Linda L			
119	Spaul Paul J			
120	Puckett Gale E			
121	Miller Chester G			
122	Steckman Linda M			
123	Bennett Paula J			
124	Haslet Susan J			
125	Smith William C			
126	Hellwege Margaret W			
127	Granwehr james P			
128	Sutton Tommy J			
129	Hudson Mary Beth			
130	Prestien Larry H			

SWD Awards CY 12

Organization	Nominee	Award Type
SWD	Duman, Jo Ann M.	Meritorious
SWD	Jorge Gutierrez	Meritorious
SWD	Frank McStay	Meritorious
SWG	Frank Jordan	Meritorious
SWG	LTC Schultze	Meritorious
SWG	LTC Guth	Meritorious
SWD	Morris Tanner	Meritorious
SWD	Paul Krebs	Meritorious
SWF	Shippers, Valerie S.	Superior
SWDO	David Reel	Superior
SWL	Michael Richards	Superior
SWG	Lethal Coe	Superior
SWF	Mark Wallace	Superior
SWL	Ralph Allen	Superior
SWT	Lori Hunninghake	Superior
SWL	Lonnie Jarman	Superior
SWG	John Otis	Superior
SWF	Leslie Guy	Superior
SWT	Charles Thurmon	Superior
SWF	Randall McCartney	Superior
SWF	Elizabeth Anderson	Superior
SWF	Doug Perrin	Superior
SWT	Dennis Duke	Superior
SWG	Betty Voelkel	Superior
SWG	Pat Kershaw	Superior
SWL	Donna S. Stroud-Davenport	Superior
SWG	Gus Marinos	Superior
SWF	Mead Sams	Superior
SWF	Steven Swihart	Superior
SWT	Kalli Clark	Superior
SWL	Philip Copeland	Superior
SWDO	Nick Bordlemay	Commander's Award
SWDO	Elizabeth Beat	Commander's Award
SWDO	Ronald Richards	Commander's Award
SWDO	Gloria Pena	Commander's Award
SWDO - SWG	Curtis Walker	Commander's Award
SWDO	Tracey Nelson	Commander's Award
SWDO - SWF	Carla Burns	Commander's Award
SWDO	Katie Embry	Army Achievement Medal
SWDO	Adrienne Carter	SWDO Values Recognition Program
SWDO	Saleem Mithwani	SWDO Values Recognition Program
SWDO	Tyrone Arnold	SWDO Values Recognition Program
SWDO	Brad Hudgens	SWDO Values Recognition Program
SWDO	Virginian Satarino	SWDO Values Recognition Program

SWDO	Saji Varghese	SWDO Values Recognition Program
SWDO	Mike Jordan	SWDO Values Recognition Program
SWDO - ULA	Gloria Street	Certificate of Achievement Award
SWDO - ULA	Chung Young	Certificate of Achievement Award
SWDO - ULA	Darren Branham	Certificate of Achievement Award
SWDO - ULA	Bethi Buring	Certificate of Achievement Award
SWDO - ULA	Sandra Everett	Certificate of Achievement Award
SWDO - ULA	Crystal Lancaster	Certificate of Achievement Award
SWL	Ronald Jones	Civilian Award for Humanitarian Service
SWT	William Jeffries	Civilian Award for Humanitarian Service
SWT	Dakota Allison	Civilian Award for Humanitarian Service
SWT	Billy Hutson	Civilian Award for Humanitarian Service
SWT	Roger Moore	Civilian Award for Humanitarian Service
SWT	James Morris	Civilian Award for Humanitarian Service
SWT	Robert Sprague	Civilian Award for Humanitarian Service
SWT	Wayne Fry	Civilian Award for Humanitarian Service
SWT	Travis Miller	Civilian Award for Humanitarian Service
SWT	Shaun Wenzel	Civilian Award for Humanitarian Service
SWT	Cody Miller	Civilian Award for Humanitarian Service
SWT	Tom Cole	Civilian Award for Humanitarian Service
SWT	Dillon Taylor	Civilian Award for Humanitarian Service
SWT	David Jobe	Civilian Award for Humanitarian Service
SWT	Allen Ryan	Civilian Award for Humanitarian Service
SWT	Raef Perryman	Civilian Award for Humanitarian Service
SWDO - SWG	Elston Eckhardt	Special Act/Cash Award-\$2000
SWDO	Bryon Haney	Achievement Medal for Civilian Service
SWDO	Elliot Carmen	Achievement Medal for Civilian Service
SWDO	Melea Crouse	Achievement Medal for Civilian Service
SWDO	Lanora Wright	Achievement Medal for Civilian Service
SWDO	Brad Hudgens	Achievement Medal for Civilian Service
SWDO	Kristi Thornton	Achievement Medal for Civilian Service
SWDO	Debra Moore	Certificate of Achievement Award
SWDO	Pam Wellman	Certificate of Achievement Award
SWDO	Angel de la Rosa	Certificate of Achievement Award
SWDO	Julie Bentley	Certificate of Achievement Award
SWDO	Eugene Cover	Certificate of Achievement Award
SWDO	Dyron Jolly	Certificate of Achievement Award
SWDO	Elain Newbaker-London	Certificate of Achievement Award
SWDO	AJ Carter	Certificate of Achievement Award
SWDO	Esta Allen	Certificate of Achievement Award
SWDO	Tony Roberson	Certificate of Achievement Award
SWDO	Sandra Justman	Certificate of Achievement Award
SWDO - SES	Michael P Fallon	Decoration for Exceptional Service
SWF	Dr. Rumanda Young	USACE Landscape Architect of the Year Nomination
SWG	Kristine Brown	Ronald J. Ruffennach Communicator of the Year Award

SWD	Southwestern Divison	Chief of Engineers Award for Safety Performance FY 11
SWL	Little Rock District	Chief of Engineers Award for Safety Performance of Honor FY 12
SWL	Greg Yada	Installation Support Professional of the Year for 2011
SWG	Dwayne Johnson	Don Lawyer Award
SWF	Viet Nguyen	Project Manager of the Year
SWF	Bruce McMillan	2012 Innovation of the Year Award
SWL	Van Cleave	USACE Engineer of the Year
SWF	Terri Teaschner	NRM Stewardship Employee of the Year
SWT	Brian Brobson	NCO Leadership Award
SWG	Greg Clubb	Meritorious Logistician of the Year Award for Excellence in Logistics Management

**CY12 ANNUAL HISTORY REPORT
PROGRAM DIRECTORATE REAL ESTATE DIVISION
SOUTHWESTERN DIVISION**

Mission: Deliver efficient, effective quality real estate products and services to our customers.

- ✓ Acquire, manage and dispose of real estate for Department of the Army;
- ✓ Execute DoD Executive Agent responsibilities;
- ✓ Execute specialized programs;
- ✓ Provide real estate services on an as-needed basis to our government Partners;
- ✓ Perform unique contingency capabilities; and
- ✓ Develop policy, technical solutions, and means to sustain technical competencies.

Real Estate supports all business lines. Some of our high visibility programs this year include land acquisition at Fort Polk, LA; acquisition and leasing support for Customs and Border Patrol, Department of Homeland Security; Defense Logistics Agency real property mission; Air Force real property inventory; BRAC disposals; and Armed Forces Recruiting Facilities.

- Recorded 2,348 real estate transactions in FY2012, which is the highest among the MSCs and represents 28% of all USACE real estate transactions.
- Managed 17,980 outgrants, which is the most of all MSCs and represents 29% of all USACE outgrants. Total annualized rent received was \$3.33M.
- Provided about \$4.9M in labor support to CBP real estate programs
- Facilitated key BRAC disposal of 25 U.S. Army Reserve Centers.
- Executed \$28M in leasing for the Armed Forces Recruiting Facilities Program, completed 464 lease/alteration actions and managed 365 existing leased properties valued at \$15.4 million annual rental amount.
- Reviewed 84 appraisals for all programs.

Mission Impacts

- ❖ Executed Defense Logistics Agency real property inventory mission including completion of inspections at 186 DLA sites in CY12. Continually adjusted to changing priorities and deadlines including two major accelerations of the RPI schedule and in-process development of the mass data upload tool to move inventory information to the DLA database.
- ❖ Real Estate supported the Air Force Sustainable Infrastructure Assessments by providing subject matter experts from across the country to perform quality assurance on the contractor real property inventory data. This program is being centrally managed out of Fort Worth District.
- ❖ Plans were formed to set up a program management office in Tulsa District to support the Air Force real estate mission nationwide.
- ❖ Increasing numbers of Cooperative Association Agreements and supporting leases were planned at our civil O&M projects as a means to leverage resources to better serve the public in the areas of recreation and natural resource management.
- ❖ Energy independence initiatives on our military installations continue to present challenges in our outgranting processes
- ❖ Execution of routine U.S. Army Reserve Center disposal in FY12 has left remaining complex conveyances to be completed in FY13.
- ❖ The Army has Congressional authorization to acquire up to 45,735 acres of training land and Congress has appropriated \$73.95M in Military Construction funding. The acquisitions will provide critical training land for current and future Joint Readiness Training Center (JRTC) and tenant unit live-fire and maneuver requirements. Fort Worth District has acquired 13,368 acres in the following two tracts at the acquisition price of \$23.145M during CY2012.
 - Red River/Hancock (8,448 acres): Sale closed 11 September 2012. Acquisition price \$15.9M.
 - American Sulphur (4,920 acres): Sale closed 15 Feb 2012. Acquisition price \$7.245M.

Changes in Staff, Accomplishments & Awards

- **Eugene Cover** continued in the position of Acquisition Realty Specialist. He provided mentoring opportunities to the District staff throughout the year. The Military Acquisition Sub-Cop and the Civil Acquisition Sub-Cop were combined to provide a better business solution to the community's time. He is the deputy leader for this community and remains the Military Acquisition Sub-Cop leader when Military only issues arise.
- **Paula Johnson-Muic**, Chief of Real Estate, Programs Division, Southwestern Division. Managed and executed delegations and warrants for real estate contracting officers in the region. Policy guidance development; technical review of projects and products; led the Civil Acquisition and Facility Relocation Sub-CoP; assistance to HQ on national RE quality control plans to drive national consistency in real estate products and business transformation.
- **Theodore "Ted" Nettles** continued in the position of Western Region Base Realignment and Closure (BRAC) Program Manager. Coordinated and expedited transfer of 6247.94 acres at the Kansas AAP via an Economic Development Conveyance to the Great Plains Development Authority. (Army's largest BRAC acreage transfer for FY12).
- **Gerald Regalia**, MAI joined USACE as the Review Appraiser for Southwestern Division and South Pacific Division, March 11, 2012. Jerry offers support to district offices in terms of additional review services, input on high cost projects, training and mentoring in completion of assignments.
- **Patricia Riley-Ramsey** joined the Southwestern Division on March 11, 2012 as the Regional Program Manager, Recruiting Facilities Program (RFP). Pat began her career as a member of the Women's Army Corps. She came to SWD from the Alaska District, where Pat was the District RFP PM and Acquisition Team Lead. She deployed to Iraq in 2009-2010 and served as the Deputy Chief of Real Estate, USF-I J-7. In her position as RPM, Pat mentors and coaches District Recruiting personnel as well as provides other support to them for successful execution of their recruiting facilities mission. Pat serves as a member of the Joint Recruiting Facilities Committee and participates in the Recruiting and Leasing Sub-Communities of Practice.
- **Randy Roberts** continued in the position of Southwestern Division Management and Disposal Realty Specialist. Worked to "build the bench" by teaching three M&D PROSPECT courses and mentoring District staff. Emphasized data quality in our enterprise systems as a normal part of doing our business and served as CREST coordinator for SWD

1. PLANNING DIVISION

The Southwestern Division Planning and Policy Community of Practice coordinates directly with the four districts within the region (Fort Worth, Galveston, Little Rock and Tulsa) and Washington level Headquarters to provide quality assurance and ensure timely execution of Civil Works decision documents. The Planning staff identifies and facilitates the resolution of policy concerns and manages the review process in an effort to meet the USACE Civil Works mission.

The Planning Division staff currently stands at nine positions after the Program Analyst position was abolished in June 2012.

a. Status and Disposition of Major Programs/Projects and Related Activities for 2012:

Improving Feasibility study execution is one of the four pillars of Modernization of the Corps Planning program, and an important element of the broader Civil Works Transformation underway at the USACE. The Planning Modernization team selected two SWD General Investigations as Pilot Studies to test the new planning 3X3X3 paradigm of reducing investigation time and costs and maintaining full vertical team engagement at prescribed decision points. Specifically, completion of decision documents must occur in 3 years or less, at a cost of no more than \$3M and utilize the 3 levels of vertical team coordination.

- ❖ The Jordan Creek, Springfield, MO, Flood Risk Management Pilot Study, sponsored by the City of Springfield Missouri will examine the best measures and alternatives to reduce flood damages to residential and commercial properties and reduce life and safety risks.
- ❖ The Westside Creek, San Antonio, Texas, Ecosystem Restoration Pilot Study, sponsored by the San Antonio River Authority, will investigate measures to restore the environment along the four tributaries that feed into the mainstem of the San Antonio River. The four tributaries include Alazán, Apache, Martinez, and San Pedro Creeks, referred to collectively as the Westside Creeks.

b. Significant Accomplishments, Awards, Issues, Challenges, and Resultant Solution:

- ❖ Ms. Lanora Wright, Continuing Authorities Program (CAP) Manager and Mr. Bradley Hudgens, Technical Director of the Water Management & Reallocation Studies Planning Center of Expertise (PCX) received the Achievement Medal for Civilian Service for significant contributions to the migration of the Southwestern Division Web site.
- ❖ The Galveston District delivered a successful presentation to the Civil Works Review Board for the Freeport Harbor, channel improvement project. The study received approval for release to state and Federal agencies for final review and subsequent Chief of Engineer's approval. Project implementation facilitates future development

of the Port of Freeport by providing deeper channels for post- Panamax vessels. The project potentially creates approximately 7,500 new jobs and innumerable benefits to the nation upon completion.

- ❖ The Water Management and Reallocation Studies (WMRS) Planning Center of Expertise (PCX) managed a national audit of water withdrawals from all Corps reservoirs. Information from this audit was provided to the Assistant Secretary of the Army for Civil Works, ASA(CW), to assist her in making policy decisions regarding the use and pricing of conservation storage in Corps reservoirs for domestic, municipal and industrial water needs.
- ❖ The WMRS PCX supported technical studies across the country, managing peer reviews for 23 technical reports and one water supply economic benefits model.
- ❖ Construction contracts were awarded of 8 backlogged projects under the Continuing Authorities Program, which investigates and implements smaller less complex water resource projects. These projects restore the aquatic ecosystem and reduce streambank erosion, flooding, and the risk of loss of life.

c. **Changes in Mission, Organization, Functions and Impacts:**

d. **Changes in Staffing:**

- (1) **Ms. Jo Ann Duman**, Chief, Planning Division, retired 31 December 2011.
- (2) **Ms. Noel Clay** was selected as New Chief of Planning Division and reported to SWD in April 2012.
- (3) **Frederick Olison**, returned from War College to Planning Division, June 2012. He began detailed to the Chief of Staff position. The assignment becomes permanent in December 2012.
- (4) **Elizabeth Beat**, Program Analyst, retired June 2012; the position was abolished.
- (5) **Ms. Becky Moyer** was selected as Senior Economist and reported to SWD in December 2011.

CECC-SWD HISTORY REPORT - CY 2012

Regional Business Center

PARC Support

This office provides legal support to the Dallas Principal Assistant Responsible for Contracting (PARC) Office for significant contract actions, procurement policy and oversight through the Peer Review Process arising out of SWD and 3 additional USACE Divisions (SPD, NWD, POD). Due to significant workload expansion, USACE Chief Counsel augmented attorney support with additional counsel located at NWD. Continuing to develop backup expertise in this area to enable better service to the Dallas PARC AOR.

DHS Border Fence

The sharing of legal work related to the DHS border fence has continued across district and division boundaries. This project touches in a number of areas – contracting, real estate, and regulatory with heavy involvement of counsel in all actions. Continue to refine procedures for processing border fence condemnations in Army Knowledge Online (AKO). When necessary, assist with drafting unique estates for access through gates for access south of the fence.

Counsel continues to utilize the attorneys, paralegals, and real estate specialists in SWD and SPD for timely handling of real estate issues for the border fence.

Project RIO

Task Force Restore Iraqi Oil (RIO)

The Division Counsel and Acting/Deputy Division Counsel continued to act both as de facto project manager and counsel in addition to handling the normal division workload.

Responded to continuing inquiries on the politically sensitive Restore Iraqi Oil contract. Litigation related to sodium dichromate exposure to both military and civilians at the Qarmat Ali Water Treatment Facility continues. Prepared witnesses and attended *Touhy* depositions of Army witnesses regarding this same litigation. A litigation hold was initiated related to claims related to alleged exposure to sodium dichromate. KBR asserts USACE is responsible for any judgments against KBR and should assume defense of sodium dichromate litigation. The coordinated Army position is that the since-declassified indemnity clause and benign conditions provisions in the RIO contract are not available to KBR for the activities upon which the present litigation is based.

KBR was found liable for negligence by a US District Court in Oregon in Nov 12, in a suit brought by multiple Oregon National guardsmen. They were awarded over \$85M in damages. KBR will likely appeal the verdict.

On 16 Nov 12, Suit in the US Court of Federal Claims (COFC) was filed against the US by KBR alleging breach of contract and claiming for reimbursement of legal expenses, judgments and other costs associated with defense of litigation related to the sodium dichromate, claiming in excess of \$100M. The case is being defended by the Department of Justice, HQ Army Litigation and CECC-SWD.

On 21 Dec 12, KBR presented a certified claim to the RIO contracting officer seeking substantially the same relief requested in its 16 Nov 12 COFC suit. Since litigation is pending, the contracting officer is without authority to act on the claim.

PERSONNEL**Personnel changes:****Retirements and other Departures:**

Southwestern Division: Morris A. Tanner, Jr., Division Counsel (retired).
Received Meritorious Civilian Service Award and the De Fleury Medal,
culminating 47 years of federal service (including 28 years on active duty
with the US Air Force and 15 years as Southwestern Division Counsel).

Fort Worth District: Debra Martinez, Paralegal (transferred to ECSO in Fort Worth).
Galveston District: Frank Jordan, District Counsel (retired).
Little Rock District: Sue Stone, Administrative Assistant (retired).
Little Rock District: Clay Weisenberger, Attorney (transferred to Counsel at Huntsville).

New Employees:

Southwestern Division: Nancye Bethurem, Incoming Division Counsel
Little Rock District: Roselyn Wang, Attorney.
Little Rock District: Kyla Ward, Legal Assistant.
Tulsa District: Susan Kufdak, Student Trainee, Legal Assistance.

Attorneys from our Districts have also supported other Divisions and Districts in the following positions:
Regulatory/Civil Works attorney at Los Angeles District, Contracts attorney at Jacksonville District, and
District Counsel and OC administrative support personnel deployed to TAD.

Civil Works:

Continued to evaluate and monitor significant potential threat to our dams posed by energy company hydro-fracking. Served as a member of an SWD multi-disciplinary team that continues to maintain visibility on the issue since publishing SWD Policy on Hydro-Fracking. Worked with SWF to commission an independent contractor study of the technical impacts and risk assessment. A draft report will undergo an agency technical review at the USACE Risk Management Center. Continuing participation as a team member evaluating this issue on a national level. Involved in discussions at HQ and Congressional levels.

Maintained active involvement with federal, state and local agencies concerning Dallas levees:

The Dallas Floodway Extension (DFE) is currently in the design and construction phase. The work will progress as appropriated funding becomes available. For the Dallas Floodway, an EIS is now being drafted and intended to be integrated with a Feasibility Study for the project. The Feasibility Study/EIS will evaluate the technical soundness and potential comprehensive environmental consequences resulting from the implementation of proposed levee remediation, flood risk management, ecosystem restoration, recreation enhancement, and other proposed projects in and around the Dallas Floodway.

In 2009 the Federal Emergency Management Agency (FEMA) de-accredited the Dallas Floodway. As a result, the City of Dallas began preparing a plan of levee modifications so that it could certify the levees as meeting a 100-year standard required for insurance purposes. FEMA is revising the Dallas 100-year

floodplain map under its National Flood Insurance Program. The City has submitted a Section 408 permit application to the Corps for these levee modifications. Construction started in 2012. If FEMA accepts the City's certification package, it could re-accredit the Dallas Floodway.

The Trinity Parkway is a proposed 9-mile toll road that would extend from the State Highway 183/IH-35E juncture to U.S. 175/Spur 310. Several route alternatives are currently being reviewed through the Federal Highway Administration National Environmental Policy Act process (a separate and independent EIS). Two of the routes being evaluated would be partially constructed within the existing Dallas Floodway.

Led USACE efforts to oppose efforts by FERC/NERC to impose mandatory standards supported by the assessment of fees and fines on Corps hydropower projects.

Military Programs:

Contributed to attaining SWD award and completion of all TAD/Afghanistan AOR reach-back construction projects by the stated deadlines.

Continued legal support to significant Air Force and VA medical programs executed by Little Rock District.

E-Discovery:

Worked with HQ in developing a national e-discovery policy based upon SWD Model.

FOIA and Privacy Act:

The SWD Districts continue to process a significant number of FOIA requests with a very low percentage of backlogged requests. All offices are working in the Army FACTS (Freedom of Information and Privacy Act Case Tracking System) Database. FACTS is the Army-wide database utilized for tracking FOIA and Privacy Act requests. Quarterly Privacy Act reports were provided to HQUSACE with no significant issues reported.

Disaster Recovery Support

The office continues to maintain the "Emergency Disaster" section of Corpslaw. The collection of authorities and "lessons learned" from previous events are uploaded on a continuing basis to the portal as new information becomes available.

Miscellaneous:

Participated as a member of a team providing regional guidance for potential sequestration impacts.

Litigation

The following cases were decided in 2012:

Arkansas Game and Fish Commission v. United States (SWL). This case involves real estate taking and compensation. While the US District Court found for the plaintiff in 2009 and awarded \$5.8M for taking of timber. However in 2011 the US Court of Appeals for the Federal Circuit reversed the findings of the lower court and denied Plaintiff's petition for panel rehearing and petition for rehearing en banc. The Supreme Court recently granted a plaintiff's petition to hear this case. Update: In December 2012, the Supreme Court reversed the judgment in favor of the Corps and remanded the case for further proceedings consistent with their opinion.

Dennis Allen Construction Co., Inc., v. USACE (SWL). Case filed originally in State Court (Baxter County, AR) to enforce and foreclose a lien against property interests. The US Attorney had the case removed to US District Court and USACE was dismissed. The case was remanded back to State Court.

Gary Meschi v. USACE, et al (SWG). Plaintiff was denied a regulatory permit by the Galveston District. The US District Court granted the US Motion for Summary Judgment in October 2012.

McTech v. United States (SWF). This case is an appeal stemming from a GAO protest due the contracting officer finding an organizational conflict of interest. The Court of Federal Claims dismissed after the underlying solicitation was cancelled.

Mehaffey v. United States (SWL). This case involves the following: whether the United States refusal to grant a permit to fill a tract in accordance with the reservation contained in the easement deed denied him his investment backed expectations thus effectuating a compensable partial regulatory taking and is forcing the plaintiff to bear the burden of providing wetlands and wildlife habitat for the benefit of the public as a whole. The Federal Circuit granted the US Motion to Dismiss in January 2012. The case was appealed to the US Court of Appeals for the 5th Circuit. In December 2012, the Appellate Court affirmed the decision that Mehaffey is not entitled to compensation for a regulatory taking.

Pete Godfrey d/b/a Spider Creek Resort, Inc., v. United States (SWL). This case is an appeal of a tort claim denial by US Army Claims Service. The tort claim was in the amount of \$175,644.28 for damages from a flooding event on Beaver Lake in April 2008. The US District Court dismissed the case with prejudice.

Union Pacific Railroad Company v. United States (SWT). This is a breach of contract claim. Union Pacific claimed USACE breached a 1959 contract resulting in a 2003 train derailment near Lake Eufaula, Oklahoma. The Court of Federal Claims granted US Motion to Dismiss for lack of subject matter jurisdiction in October 2012.

United States v. Charles Anderson (SWL). Affirmative claim filed by United States for damages from tree and timber cutting in late 2008 at Nimrod Lake. Due to death of defendant, court granted voluntary dismissal by US in September 2012.

United States v. Renda (SWG). The United States was granted judgment in US District Court in 2010 in the amount of \$22M as a result of an unappealed Contract Officer Decision and overpayment on a Request for Equitable Adjustment, plus interest, with respect a dredge and levee contract. The defendant appealed to the 5th Circuit, and in September 2012, affirmed the District Court decision. In December 2012, the plaintiff filed a petition for cert to the Supreme Court.